MMUNITY PLANNING **Review Revue** CANADIENNE D'URBANISME

Parliament Buildings - Ottawa
as viewed from Hull, Québec
R.D. Wilson

VOL. 17 NO. 3 FALL/AUTOMNE 1967

COMMUNITY PLANNING **ReviewRevue** CANADIENNE D'URBANISME

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Front Cover: This drawing by Richard D. Wilson is reproduced with permission from the Bank of Montreal Canada Centennial Tableau collection, commemorating the Centenary of Confederation and the 150th anniversary of the Bank.

Back Cover: The stark straight lines of Ottawa's City Hall, reflected in the still night waters of the Rideau River, contrast sharply with the spires and parapets of the Parliament Buildings.

PREVIEW

ALL OF US — your national councillors and executive directors — who met together June 5–9 at the Abbey Saint Benoit-du-Lac, Quebec, returned home with feelings of deep satisfaction. We had successfully participated in something very new and wonderful to most of us: a "brainstorming" conference.

It was last September that Mr. Allan G. Moffatt, one of the two national vice-presidents of the Association, suggested that National Council hold a three or four day "retreat" for the purpose of taking a good hard look at ourselves and charting, if possible, a future course for CPAC. Although it would mean intensive work for all of us — Mr. Moffatt made this clear — there was not a dissenting voice from council members; all agreed to attend the conference whenever it could be arranged.

A year ago no one knew that we would literally go into "retreat" — in a monastery. But that, of course, is just what we did, thanks to a suggestion of Mr. Jacques Simard and the generosity of the Benedictine Order of Monks.

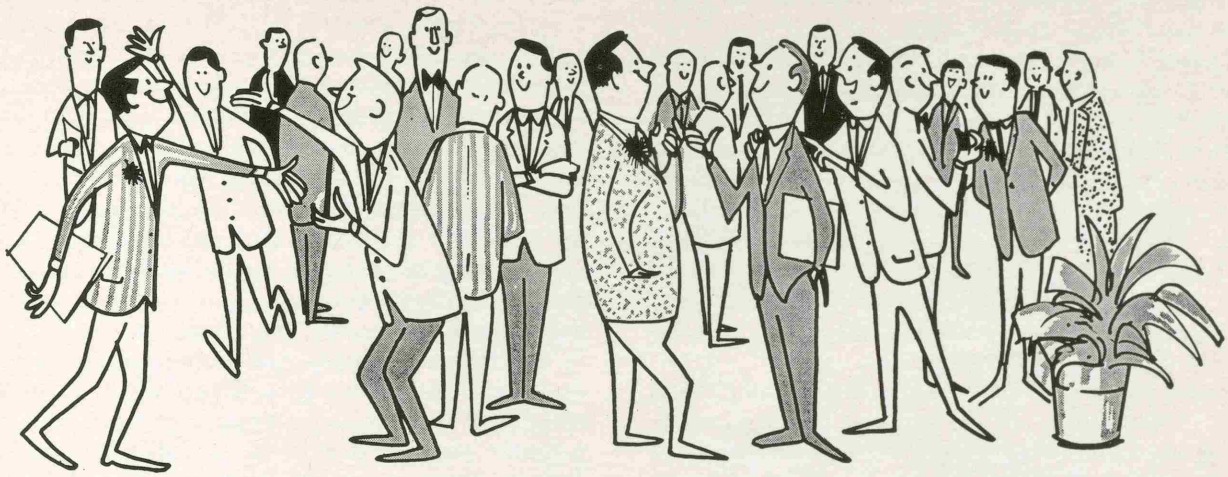
And all who attended CPAC'S Thinking Conference shall never forget the Abbey Saint Benoit-du-Lac. Away from busy cities, in a jewel-like setting in the mountains of Eastern Quebec, the quiet Abbey was ideal for the kind of conference Allan Moffatt had envisaged. Everything we needed was there: rooms for meetings, study, eating, sleeping, and even for relaxation. To the Abbey itself must be given much of the credit for a most successful conference.

But a conference, after all, is people. The deep satisfaction we felt as we left Saint Benoit-du-Lac was grounded in the knowledge we had gained from each other in four solid days of strenuous discussion. We read good background papers, prepared by our ablest councillors and others; we deliberated in small groups and in plenary sessions; we got to know each other as we ate our meals and walked in the peaceful countryside. For each of us, it was an exhilarating experience.

As one result of the conference, a new and, we think, much improved Statement of Objectives for CPAC was adopted by the delegates. At a special business meeting of National Council held before we left the Abbey Saint Benoit-du-Lac on June 9th, it was decided that this Statement (published in full on page 19 of this issue) would be placed before the CPAC Annual General Meeting in Ottawa next month, with the recommendation that it be incorporated into the Association's By-Laws.

To Allan Moffatt, chairman and originator of the conference (who has consented to chair our Centennial Year National Conference in October), to Major-General Brennan and Archie Paton and the other hard-working members of the planning committee who made our Thinking Conference possible, may I say "Thank you" for a job well done.

R. GRAHAM MURRAY, Q.C.,
National President, CPAC.



"Have YOU registered yet for CPAC's National Planning Conference in Ottawa?"

BIENVENUE À OTTAWA!

LES DÉLÉGUÉS à la conférence nationale d'urbanisme de l'A.C.U. en cette année du Centenaire, suivront les traces d'un nombre record de visiteurs cet été. Durant les festivités qui marquent le 100è anniversaire du Canada, les foules se sont succédées sur la colline parlementaire et ont visité plusieurs autres attractions touristiques.

Il suffit de deux heures à peine en automobile ou en train pour compléter le voyage entre la capitale et l'Expo 67 à Montréal et ce fait semble à l'origine de cette explosion touristique. Il semble que plusieurs délégués à la conférence de l'A.C.U. "L'homme et la communauté humaine" ont l'intention de profiter de l'occasion pour visiter "La Terre des Hommes".

Ceux qui n'ont pas eu l'occasion de visiter Ottawa récemment sont littéralement abasourdis par les changements qu'ils constatent dans le coeur de la ville et les environs. Les délégués auront l'occasion de constater l'ampleur de ces changements lorsqu'ils entreprendront une tournée de la région lundi après-midi, le 9 octobre.

Durant cette tournée les délégués traverseront cette même rivière Outaouais que Samuel de Champlain avait remontée en 1610 à la tête du premier groupe d'hommes blancs. Ils verront ce pays que les indiens partagèrent durant près de 200 ans avec les chasseurs, trappeurs, missionnaires, explorateurs et coureurs de bois.

L'implantation d'établissements commerciaux par Philemon Wright à Hull, au début du 19è siècle, fut bientôt suivie par le développement permanent du côté ontarien de la rivière. En 1826 le Colonel John By arrivait d'Angleterre afin d'aménager ce qui est maintenant la Haute-ville et afin de construire le canal Rideau, cette voie maritime de 125 milles qui relie Ottawa à Kingston où il rejoint le fleuve St-Laurent.

DELEGATES to CPAC's Centennial Year National Planning Conference in Ottawa October 8-11 will be following in the footsteps of a record-breaking number of summer visitors. During Canada's 100th birthday celebrations, unprecedented crowds have surged onto Parliament Hill and enjoyed Ottawa's many other attractions, natural and man-made.

The fact that our capital city is merely two hours by road or rail from Expo 67 in Montreal undoubtedly helped cause this tourist explosion. Indications are that many attending CPAC's "Man in His Community" conference plan to take in the "Man and His World" exhibition as well.

People who haven't been to Ottawa recently are literally astounded at the changes they find in both the downtown area and environs. Delegates will have a chance to see some of these during a conducted bus tour of the National Capital Region on Monday afternoon, October 9th.

On that tour they will cross the Ottawa River, up which Samuel de Champlain led the first band of white men in 1610. They will see the land which for almost two centuries the Indians shared with hunters, trappers, lumbermen, missionaries, explorers and coureurs de bois.

Philemon Wright's establishment of commercial enterprises in what is now Hull, in the early years of the 19th century, was soon followed by permanent development on the Ontario side of the river. In 1826 Colonel John By came from England to lay out what is now Upper Town and to build the Rideau Canal, the 125-mile inland waterway linking the Ottawa to the St. Lawrence River at Kingston. Bytown boomed as a lum-

Bytown progressa rapidement comme centre de communications et produits forestiers. Vers 1850, sa population avait atteint 18,000 âmes.

Lorsque la Reine Victoria décréta en 1857 qu'Ottawa (dont le nom avait été changé 2 ans auparavant) deviendrait la capitale nationale, les villes de Québec, Montréal, Kingston et Toronto protestèrent de ce choix car elles revendiquaient toutes cet honneur. La cité était jeune, vivante et isolée des grands centres. Les canadiens d'alors, tout comme ceux d'aujourd'hui, n'avaient pas beaucoup d'argent à dépenser au développement de la région de la capitale même si certains des pères de la confédération envisageaient sa destinée en tant que "Le Washington du Nord".

Tandis que le premier édifice parlementaire s'élevait sur la colline qui surplombe les Chutes Chaudières, la cité commençait sa transformation graduelle depuis une ville de bûcherons en une d'employés civiques. Le visiteur contemporain de la colline parlementaire reconnaît facilement lorsqu'il regarde de l'autre côté de la rivière que l'industrie principale de la vallée de l'Outaouais est toujours la transformation des produits forestiers.

bering and transportation center and by the mid-1850s its population had reached 18,000.

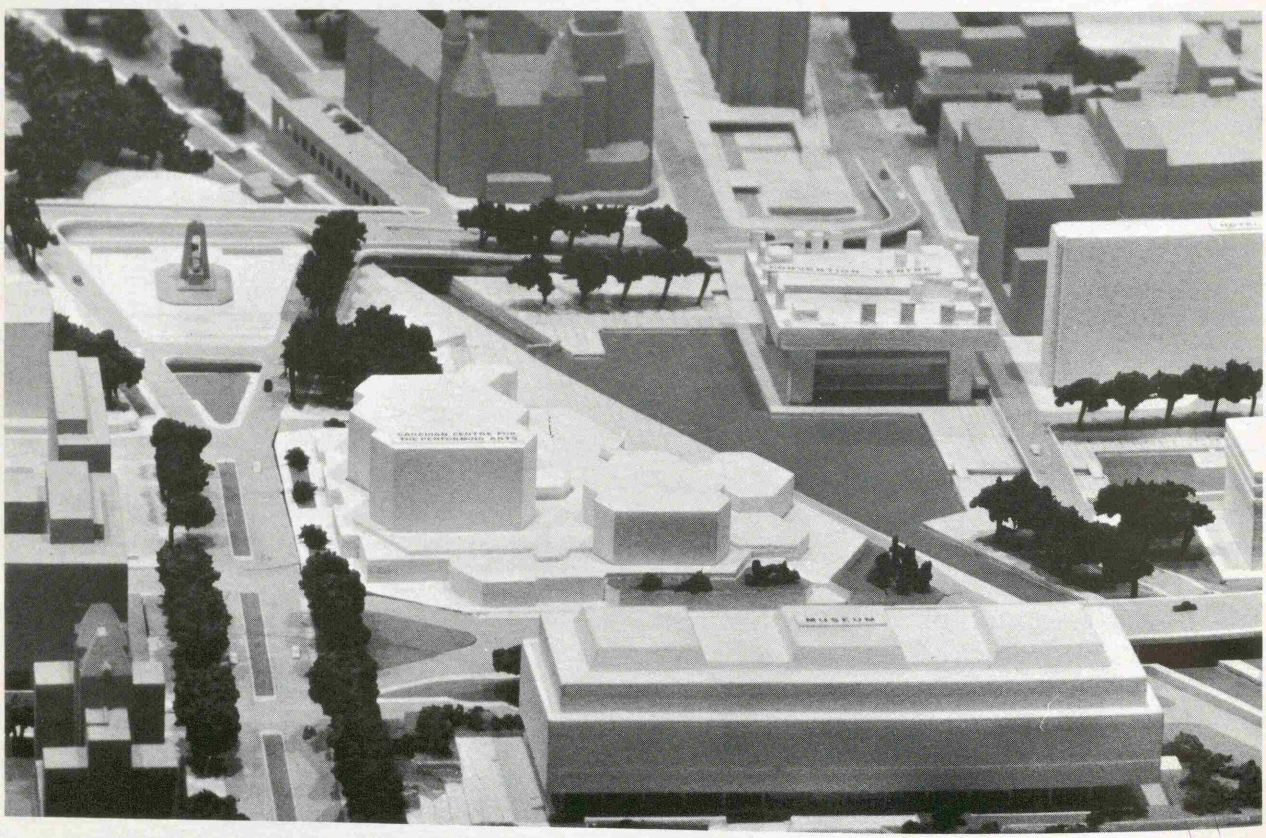
When Queen Victoria decreed in 1857 that Ottawa (whose name had been changed from Bytown just two years before) should be the capital, protests against the choice were strong from Quebec City, Montreal, Kingston and Toronto, all of which had been contesting for the honour. The city was young, boisterous and isolated from other large centers, with a climate still infamous for extremes. Canadians then, as now, did not have much money to spend on capital region development, even though some Fathers of Confederation envisioned it as becoming "the Washington of the North."

While the new nation's first parliament building arose on the hill overlooking Chaudiere Falls, the city began its gradual transformation from a predominantly lumberjacks' town to that of more sedate civil servants. Today's sightseer on Parliament Hill is vividly reminded, as he gazes across the river, that processing forest products is still the major industry on the Ottawa.

Just before the turn of the century the Ottawa Improvement Commission was formed, and its landscape architect, Frederick G. Todd, dreamed of creating a

Avec le Monument aux Morts, le Château Laurier (haut centre) demeurera le seul point de repère bien connu dans les environs de la place de la Confédération (à gauche au milieu). Le Centre national des arts (au milieu) est en voie de construction et à l'avant-plan le Musée national et à droite au milieu le Centre des Conventions, ces deux derniers immeubles devant être réalisés dans l'avenir. Le vieux canal Rideau traverse la maquette en diagonale de gauche à droite.

Apart from the National War Memorial, the Chateau Laurier (top centre) will eventually be the only old familiar landmark surrounding newly face-lifted Confederation Square (middle left). Currently under construction is the National Arts Centre complex (centre) and planned for the future is the National Museum (foreground) and Convention Centre (middle right). Historic Rideau Canal runs diagonally from left to right of model.



La commission d'aménagement d'Ottawa (O.I.C.) était fondée au début du siècle et son architecte-paysagiste, Frederick G. Todd, rêvait de créer une orientation "magnifiquement caractéristique de la cité". Ce rêve n'a commencé à prendre forme que très récemment alors qu'une partie du réseau routier de la C.C.N. était inaugurée cet été. La Commission du District Fédéral remplaçait l'O.I.C. en 1927 et aujourd'hui la C.C.N. dirige le développement fédéral qui inclut le Parc Gatineau du côté québecois de la rivière.

Après la deuxième guerre mondiale, le gouvernement entreprenait un vaste programme de construction qui se continue toujours et qui est responsable des impressionnants ensembles à travers la ville. En 1950, le plan directeur Greber était publié. Il suggérait, entre autres, l'établissement d'une ceinture verte autour des limites de la ville.

Malgré la croissance de l'Ottawa Métropolitain (maintenant environ 400,000 âmes) cette question centenaire persiste: "La cité et les municipalités environnantes devraient-elles devenir district fédéral ou continuer à être régis par le Code Municipal et la Législature Ontarienne?". La réponse est encore plus obscure lorsqu'on incorpore Hull et ses municipalités de banlieue dans la question.

Cette énigme est la seule chose qui est demeurée inchangée dans la région de la capitale nationale au cours des derniers 100 ans.

drive "grandly characteristic of the city". Only recently has progress been made toward realizing this dream in the N.C.C. Driveway system, parts of which were opened to traffic for the first time this summer. The Federal District Commission superseded the O.I.C. in 1927 and today the National Capital Commission directs federal development, including that of the 88,000-acre Gatineau Park on the Quebec side of the river.

Following the Second World War, the government initiated an extensive building program, which is still continuing, resulting in impressive new federal department complexes in various parts of the city. In 1950 the Greber master plan for the national capital area was published, proposing, among other things, the development of a greenbelt around the expanded city boundaries.

As Metropolitan Ottawa grows in physical size and in population (now approximately 400,000), this century-old question persists: "Should the city and its surrounding municipalities be a federal district or should they remain independent political entities, ruled by the Municipal Act and the Ontario legislature?" The answer is even more obscure when Hull and its surrounding municipalities in Quebec are included in the question.

This argument is perhaps the only thing that hasn't changed in the national capital region in the past 100 years.

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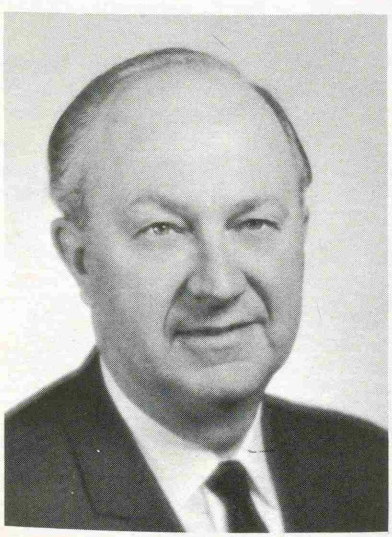
NATIONAL PLANNING CONFERENCE PROGRAM PARTICIPANTS

Conference Chairman Allan Moffatt



"While emphasis at CPAC's Centennial Year National Planning Conference is being placed on audience-participation, naturally there must be leaders to spark that total involvement", observes Conference Chairman **Allan G. Moffatt,** CPAC National Vice-President from Winnipeg. The Association has been fortunate in obtaining the co-operation of these outstanding experts in their respective fields to help focus attention on the forces affecting "Man in His Community":

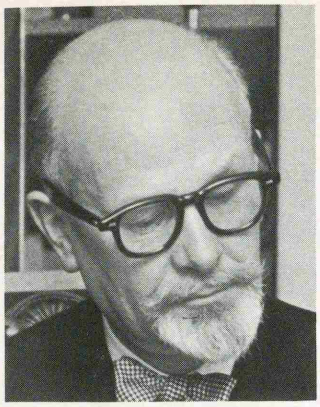
Dr. Arthur J. R. Smith, Chairman of the Economic Council of Canada, will be the keynote speaker at 10.30 a.m. on Monday, Oct. 9, on the topic, "Forces at Work in Our Environment".

Dr. Smith was born and received his early education in Simcoe, Ont. He

Keynote Speaker Arthur Smith

John Carson

Graham Murray



Jacques Simard

Bob Adamson

is a graduate of McMaster University (B.A.) majoring in mathematics and political economy, and earned his M.A. and Ph.D. degrees in economics at Harvard University.

From 1950-54 he was an economist for the Federal Reserve Bank of New York. From 1954-57 he was Canadian economist, National Industrial Conference Board, also lecturing in the Extension Dept., McGill University, from 1955-56. In 1957 he became Director of Research, Canadian-American Committee. From 1963 until his appointment last month as Chairman succeeding Dr. John Deutsch, he was Director of the Economic Council.

Mr. John J. Carson, Chairman of the Public Service Commission of Canada, will be guest speaker at the Civic Luncheon on Monday, explaining, "The Role of the Public Service as a Force in Our Environment".

Born and raised in Vancouver, B.C., he studied at the University of British Columbia (B.A.) and the University of Toronto (M.A. in psychology). His career has been devoted to personnel management and since 1965 has headed Canada's largest staffing agency — that of the federal government.

During World War II he was an army staff captain in the Directorate of Personnel Selection at NDHQ in Ottawa. After the war he became senior personnel consultant with J. D. Woods and Gordon, and in 1952 joined the Ontario Hydro as director of employee relations. In 1956 he returned to Vancouver as director of industrial relations with the B.C. Electric, subsequently becoming vice-president and assistant to the president of the B.C. Hydro and Power Authority. Mr. Carson was loaned to the Glassco Commission in 1961 and helped write the report on government organization, many of whose recommendations he is now in a position to implement.

CPAC members are urged to attend the Association's Annual General Meeting, being held Monday evening, Oct. 9th, under the chairmanship of National President **R. Graham Murray, Q.C.,** of Halifax, N.S. Several items of vital importance to the future of CPAC are on the agenda, including a new Statement of Objectives and a proposal for increasing membership fees.

Mr. Jacques Simard of Montreal, CPAC National Councillor-at-Large and a former national president of the Association, will moderate a four-man panel Tuesday, Oct. 10, at 9.00 a.m. on "The Four Main Forces Affecting Man in His Community". Delegates will go into workshop groups for more detailed discussion on these forces following the panel presentation, then come together in plenary session that afternoon for an evaluation of the morning's study.

Panel members and workshop leaders are: **Dr. Meyer Brownstone,** political scientist; **Mr. R. T. Adamson,** economist; **Mr. M. J. Bacon,** professional planner; and **Prof. F. G. Vallee,** sociologist.

Dr. Brownstone was educated at the Universities of Manitoba, Minnesota and Harvard in the fields of agriculture, economics and public administration. His early career in planning and research was centered in Saskatchewan, where he became deputy minister of municipal affairs.

More recently he has been a U.N. expert on local government in Jamaica, research supervisor (public service area) for the Royal Commission on Bilingualism and Biculturalism, and a professor of political science at the University of Toronto. Dr. Brownstone currently is a director of the Canadian Council on Urban and Regional Research, director and vice-president of the Canadian Centre for Community Studies and executive director of the Centennial Study and Training Program on Metropolitan Problems.

Mr. Adamson is Executive Director and Chief Economist, Central Mortgage and Housing Corporation, in Ottawa. Born in Winnipeg, he graduated from the University of Manitoba (B.A.) and the University of Toronto (M.A.) Prior to joining CMHC in 1947, Mr. Adamson was on the U. of T. staff as research assistant with the Toronto Metropolitan Housing Research Project. He has been a member of CMHC's Advisory Group since its creation in 1955.

Mr. Bacon is a partner in the Toronto-based firm of Proctor, Redfern, Bousfield and Bacon. Born and educated in England, he served in the Royal Engineers during World War II, then took his B.Arch. degree and later his M.C.D. at the University of Liverpool. Prior to coming to Canada in 1954, he worked on slum clearance and post-war reconstruction for the London County Council.

In 1955 Mr. Bacon joined the staff of the Toronto City Planning Board and in 1961 entered the firm in which he became a partner six months later. His professional projects include work for governments and private developers all over eastern Canada. He is also very active in TPIC, has lectured in planning at Canadian universities and has written numerous reports, briefs and articles on a variety of planning topics.

Professor Vallee was born and educated in Montreal (B.A. McGill) and earned his doctorate in sociology at the University of London. After three

years as chief of the research division, Dept. of Citizenship and Immigration, he joined the faculty of McMaster University from 1957-64. He has been a professor at Carleton University for the past three years and was appointed chairman of its Dept. of Sociology in 1967.

Editorial director of "Anthropologica", Prof. Vallee has conducted and had published research studies of leadership in Indian reserves, several aspects of Canadian Eskimo life and French Canadian society outside of Quebec. He has been a member of the Northwest Territories Legislative Council since 1965.

Our guest speaker at Tuesday evening's Conference Dinner will be the **Hon. Arthur Laing,** Minister of Indian Affairs and Northern Development. Because national parks come under his jurisdiction, Mr. Laing takes a particular interest in his address subject, "Open Space — Its Conservation and Future Use".

West-coast born and educated, Mr. Laing attended school in Richmond, B.C., and graduated from U.B.C. with a B.Sc. in Agriculture. He entered private business in Vancouver and was first elected to the House of Commons in 1949. He resigned his seat in 1953 to accept the leadership of the B.C. Liberal Party and that same year was elected to represent Vancouver-Point Grey in the provincial legislature. He re-entered federal politics in 1962 and has represented Vancouver South constituency ever since, being appointed to the Cabinet in 1963 as Minister of Northern Affairs and National Resources.

"Man in His Community of the Future" is the general topic for Wednesday morning, Oct. 11th. **Dr. Harold R. Baker,** CPAC Immediate Past President and Head of the Extension

Arthur Laing

Dept. of the University of Saskatchewan in Saskatoon, will moderate a three-man panel presentation and the audience-participation symposium to follow. Three areas will be explored: future land-use, future trends in urbanization, future community improvement and beautification.

Mr. André Saumier, Assistant Deputy Minister, Dept. of Forestry and Rural Development, will explain the Canada-wide ARDA land-use survey — a program being conducted by the department which he joined only this year.

Mr. Saumier is a native of Montreal with an impressive scholastic record, having received degrees from the Universities of Montreal (B.A.), Rome (L.T. in medieval philosophy), Chicago (M.A. and Ph.D. in sociology), and Harvard (M.B.A.). In 1963 he became the first director of research for the Canadian Council on Urban and Regional Research and in 1965 accepted the post of assistant to the executive director of the Quebec General Investment Corporation. Meantime, he lectured in economics and sociology at Carleton and Montreal Universities, respectively. He is a member of several scientific associations and last year was president of the Quebec Welfare Council.

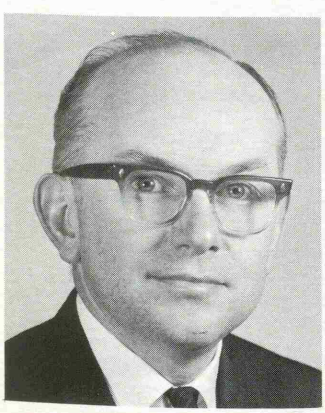
Mr. Elliot N. Yarmon, a prominent figure on Canada's realty and development scene, will focus attention on the problems being created in our increasingly urbanized society. Born in New York, where he received his B.S.S. from N.Y.C. College and his LL.B. from Columbia Law School, Mr. Yarmon is now a Canadian citizen residing in Toronto. He is president of Tankoos Yarmon Ltd. and Dollar Land Corpn. Ltd., both of Toronto; chairman of International Hotels Inc., Palm Beach; a director of Dollar Land Holdings Ltd., London, Eng., County Dollar Corpn. and Delmonico's Hotel Inc., both of New York.

Mr. Roderick Clack, M.R.A.I.C., project officer for the National Community Improvement Program, will make a visual presentation on the results so far achieved by this Centennial Commission-sponsored activity. CPAC's participation in its future promotion will be discussed.

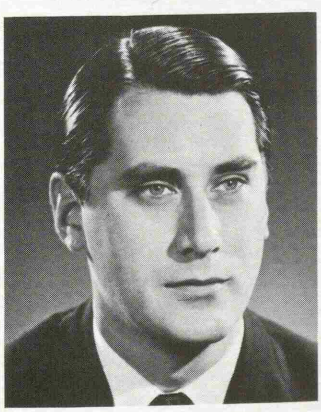
Winnipeg-born Mr. Clack grew up in Victoria and graduated from U.B.C. before joining the RCAF as a navigator during World War II. After the war he was engaged in private architectural practice in B.C., then became city architect and planning officer for Victoria in 1958. In this capacity, he was responsible for the design of the town center renovation and rehabilitation projects and the development of a comprehensive town center plan. In 1965 he left a municipal consultant firm in B.C. to organize and administer the Community Improvement Program.

(See page 15 for more Conference news.)

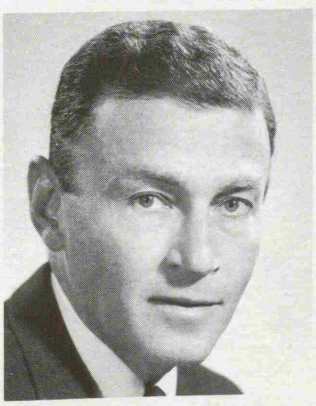
Harold Baker



André Saumier



Elliot Yarmon



Rod Clack

PLANNING EDUCATION STARTS IN SCHOOL

By BARBARA LAMBERT,
Chairman, National Capital
Region Branch, CPAC

Editor's Note: Planning Education was placed at the top of the list of CPAC's program areas for the immediate future by National Council last June. This story illustrates how it was introduced into Ottawa schools three years ago. Similar experiments have been conducted by CPAC members in other Canadian centers.

It is suggested that if every CPAC branch in Canada were to promote a project this fall and winter like the one described by Mrs. Lambert, they would be fulfilling one of the most worthwhile community services this Association has ever undertaken.

IN A country as vast as Canada it is hard to believe that urbanization could be a problem. Yet 75% of Canadians now live in cities, and the percentage is steadily increasing even as our population continues to grow. The tremendous burdens borne by densely-populated areas like London and New York will soon be shared by Canadian cities, unless we do something to prevent them.

Policies for planning growth usually follow political decisions, for which every citizen is at least indirectly responsible, yet few have even a general understanding of what makes a good city. Canadian children grow up in an urban environment with no training in how to recognize and understand urban problems. How can they possibly cope with them as enfranchised adults?

Education is the obvious answer. Yet the school curriculum is crowded already, nor would a special planning course be a good solution. It would be better to bring existing courses up to date with appropriate new material.

In 1964 the National Capital Region Branch of the Community Planning Association decided to try preparing young people for their future responsibilities, by encouraging the introduction of town planning principles into the local high school curriculum. Since understanding begins with inquiry into reality, stress was laid on "awareness".

PROJECT'S AIM

Stated aim of the project was "to teach students to see the streets and buildings around them with understanding . . . to bring a fresh and seeing eye to bear on them, to encourage them to view them critically and to understand them better."

Branch experience in beginning this educational program suggests that school systems should be approached through their regular channels, stressing that planning references to be supplied will be optional enrichment material which can be used at the teacher's own discretion.

A brief summary of the Ottawa project follows. First, local school boards gave permission to approach the schools. Then knowledgeable local bodies capable of assisting teachers and students promised co-operation. Reference material was collected, shown to school administrators, heads of departments, and individual teachers. The branch arranged a few slide lectures to explain what the subject is and how to look at the community intelligently. Finally, once courses started in the schools, a number of classroom lectures were given.

Ottawa resources are unusually good. Many interested people are available, some of whom are CPAC members. Besides CPAC National Office, official bodies include the Ottawa Planning Department, the National Capital Commission, and Central Mortgage and Housing Corporation Head Office. These offered free literature and guided tours for limited numbers.

With this promised co-operation, research began on a list of general and local resources, including sources of literature available in quantity in both French and English. With this, teachers could experiment without financial outlay.

The resulting pamphlet has received wide circulation under the title "Town Planning for High School Students". It is available free from CPAC National Office.

The list includes sources of written material (books, pamphlets, magazines, articles), libraries open to teachers, visual aids, local planning bodies with names of those to approach, relevant legislation, suggestions for a short course conducted by trained people, suggested project outline lead by a teacher without planning knowledge, references for a career in town planning and in landscape architecture. A special section includes references for any project related to the City of Ottawa. To provide background reading for different levels of understanding and a variety of subjects, some books written for popular consumption were suggested.

Planning literature written especially for Canadian students is badly needed. Some American cities have produced pamphlets dealing with local urban problems

and local government, or leaflets outlining classroom projects, but these do not suit the Canadian situation.

Unknown to the branch at the time the project began, the Ontario Department of Education was considering inserting a section on community planning into two optional courses, on an experimental basis – Home Economics Grade 12 and Urban Geography Grade 11. Learning this immediately after compiling the reference list, the branch showed the material to the chairman of the Geography Teachers Association, and to the co-ordinator of the Home Economics Department of the Collegiate Institute. They each took 18 kits of sample literature for their schools, as did the two other high school systems in the area.

EXPERIMENTATION

By request, the branch held an open meeting for all high school teachers in the area, when a town planner showed slides on the city and the CPAC project was explained. Home Economics teachers had the summer to absorb literature, and plan how to introduce planning to their students in the fall. This group asked a branch member to give them an illustrated lecture on looking at cities, and provide a special reference list related to their proposed course. This was their first introduction to planning. The branch also found a town planner to speak to the Geography Teachers Association at their annual convention, in order to spark interest in the subject.

The new section in the Home Economics course includes a brief look at architectural history, community planning, choosing the neighbourhood, siting the home, interior decoration and methods of financing. After it began, a few teachers took a short summer course in planning, and some attended a seminar provided by the city planning department.

These teachers are still experimenting with approaches to the subject. For example, they have invited town planners and branch members to speak to their classes, shown films on the city, visited the city planning department. Ottawa's housing co-ordinator has assisted them to make a slide collection on local urban renewal problems. Students clip relevant newspaper articles.

This course has been going for two years, but Urban Geography started its planning section only last April. Teachers of both departments say that the most useful thing CPAC did was to provide local reference and people resources. CPAC planning literature was also invaluable. Without this assistance they would have been at a loss where to begin.

Although the project concentrated on high school students, an experiment was tried in one Grade 8 class, to see how 12 to 14-year olds would react to the subject. After studying the high school references, the teacher arranged a program which would fit into social studies: two lectures and three field trips to be summed up in class essays.

Because learning to look at familiar scenes thoughtfully leads on to considering urban problems constructively, a branch member used a slide collection prepared for high school students, in order to discuss street aesthetics with this elementary class. Their lively comments left no doubt of their reactions.

Slides of city scenes were borrowed from two branch members, an architect fascinated by street aesthetics and a planner interested in elements of the city. Beautiful colour photographs of old and new towns in Europe, the United States and Canada provided a sense of history, an understanding of why cities grow in particular ways at different times and places. They also contrasted familiar Ottawa views of monotonous housing developments with good modern town housing and elegant old world terraces.

The collection included slides of award-winning street furniture borrowed from the design branch of the Department of Industry.

To help illustrate basic design principles, photographs of several paintings from the slide collection of the National Gallery were inserted at the beginning of the lecture. Paintings show without words the elements of design common to all forms. Two in particular, Canaletto's "The Piazzetta" and Emily Carr's "Forest Landscape", although completely different in style and subject, have almost identical composition and colour arrangement. Comparing them, these young people noticed common elements in composition sooner than older students, perhaps because they lack experience and use their own eyes.

IMPLEMENTATION

This introductory lecture was followed by a film strip on housing provided by a local newspaper. It contrasts well-planned suburban communities with slum areas, exposing the influence of house spacing, street widths, availability of play areas, and building types.

Walking through their own neighbourhood on their first field trip, youngsters observed everything from design details to street layout and property maintenance, and compared housing types. A visit to a depressed area followed. Most had never walked through such a district before.

The last expedition took them to the offices of the National Capital Commission. Here they saw a film on Ottawa growth since confederation. Afterwards everyone crowded around an enormous table model of future Ottawa and Hull. Since these cities are going through tremendous renewal programs (Ottawa looking a bit as though hit by an air raid) the guide answered innumerable questions.

Summing up this experience, each student put great effort into constructive reports which the teacher considers excellent. Many observed that for the first time they were really seeing the houses on the streets which they had thought so familiar. The project was so successful that the teacher intends to make it an annual event.

This experiment illustrates how someone with no previous training in community planning can introduce the subject in an informative and interesting way. She can even enjoy doing it herself.

HOW TO CREATE NEEDED PARKS

By FRANK MORGAN, Editor, "Civic Administration"

LEISURE is becoming an abundant national commodity. How Canadian families use it affects the entire pattern of their lives. If parklands are accessible and recreational facilities challenging, we can make leisure an uplifting, therapeutic process. If they are not, we could become a nation of thumb-twiddlers drifting from corner store to supermarket to bowling alley to bed.

Sounds unrealistic? Some 1500 delegates to the 1967 Canadian Symposium of Leisure in Montreal didn't think so. Watched by observers from 10 countries, they tried to pinpoint the principles of national park and recreation planning. There was unanimity on at least one point – we need regional parkland projects based on population concentrations. The administrative boundaries of municipalities and federal and provincial authorities are seldom the best basis for park programs.

How much parkland do we need? Where should it be located? What role for the city in tomorrow's park planning? These were recurring questions from municipal delegates to the meeting. Professor Norman Pearson, Chairman, Centre for Resource Development, University of Guelph, Ont. answered them:-

"The race for open space will be won or lost, depending on the effectiveness of a regional attack on the problems involved.

"We need three acres of accessible open space within a day's drive of urban centres for every 1,000 population. This figure assumes that all urban areas provide seven acres of open space per 1,000 population within the urban framework."

Use of the federal-provincial 68-region system could help all jurisdictions co-ordinate their efforts. New methods for acquiring land are essential. Professor Pearson suggested a federal-provincial acquisition program; acquisition of the developments rights; tax exemptions for dedication of lands to recreation; bond issues for more rapid purchase of lands and better land use controls.

"Regional plans for open space are an essential instrument of co-ordination", he says. "They will need to be followed by all jurisdictions if they are to have any meaning. All jurisdictions must have a chance to participate."

An encouraging exercise in regional planning for leisure is the Conservation Authority movement in Ontario. Its most successful agency is the Metropolitan Toronto and Region Conservation Authority. At least two speakers in Montreal indicated that the Toronto area experience could provide the formula for area park planning in other parts of the country. "It offers a working model of significance to all agencies concerned with regional programs of outdoor recreation for Canada's major cities," said C. S. Brown, Co-ordinator, Recreation Sector, Canada Land Inventory.

The Toronto agency represents the combined interests of 23 municipalities. They participate in the authority's programs; financially and in the formation of policy. The province contributes funds and makes technical assistance available. Authority Director of Operations K. G. Higgs said park areas are large (500 to 1,000 acres) and are set in primitive landscapes. Facilities, which take the greatest advantage of the natural setting, include bathing, boating, fishing, hiking, picnicking and snow play.

In contrast to the progress made on the authority's watersheds is the shoreline of Lake Ontario – Metropolitan Toronto's front door. This area badly needs many forms of development, including recreational. But lack of a regional agency to carry out the work hampers any effort to improve the area, said Higgs. The Metropolitan Toronto Parks Department and some local municipalities have developed waterfront recreation facilities. But there is no body to co-ordinate the 34 agencies which have functional responsibilities along the waterfront.

A Waterfront Plan is being developed. But it is obvious that a body with regional jurisdiction, backed by the financial and technical resources of senior government, will be required to achieve the full potential of the plan.

How can cities sell the idea of more and better parks to the taxpayer? Harry Boothman, Superintendent, Parks and Recreation, Calgary, said the benefits of urban open space are not all intangible. Some can be promoted to the community.

"It is continually proved that the market value of land increases in parkland areas," he said. These increased property values are reflected in increased assessments and tax revenues to the municipality. Parkland tends to increase in value and becomes the "lifebuoy" to which adjoining areas cling to hold up their values. Open space in this situation makes an economic contribution many times greater than the cost of present maintenance. "Cold economic facts and less sentimentality will win us more open space debates and land acquisition programs," said Boothman.

Regional park planning is just one component of the park and recreation program the Symposium will be co-ordinating in the future. As an incorporation research and information organization it does not have the authority to implement and direct national programs.

Who should? It was plain that delegates thought the federal government must provide leadership. Said Lloyd Brooks, Chief, National Parks Service – Planning: "A Canadian equivalent of the Bureau of Outdoor Recreation could have a profound influence on the shaping of a quality environment to enhance the lives of future Canadians."

Not by T.V. Alone

By ARYEH COOPERSTOCK

Born in Winnipeg 31 years ago, Mr. Cooperstock is a multi-lingual, much-travelled young man whose interests cover a wide professional range. An active supporter of the performing arts, he hopes this article, "drawing attention to a neglected area in recreation planning", will help stimulate action in solving the social problems of increasing leisure time.
The author graduated with Honours in Anthropology from Brandeis University (B.A.) and the Massachusetts Institute of Technology (M.C.P.) before returning to Canada in 1964 as a professional planner in Montreal. A member of the Corporation of Urbanists of Quebec, he is now manager of location research for Steinberg's Ltd.

CONCERN WITH the problems posed by increasing leisure time at all levels of our society have been expressed by government and industry, labor unions and intellectuals. Psychological and sociological tomes have been written; speeches made; theories expounded. This is fine but inadequate.

Parallel attention should logically be paid to broadening recreational activities, since people do not seem to know what to do with the free time they already have. Various recreation options are open to those with ample resources. Most of the Canadian population, though, is limited by income, education, access and opportunity in choosing diversions. While we have accepted the social responsibility of public welfare, we have not recognized that more than the traditional recreation facilities can contribute to social health. This is what needs thought, consideration and imagination.

Parks and playgrounds predominate in the recreation plans and equipment of most of Canada's communities. Surely this is not evil. But it is perhaps a bit medieval. For while these are clearly necessary and important, they are hardly enough to satisfy the needs of the majority of Canadians. Our inclement climate renders outdoor facilities useless for many days of the year. And while "community centres" are being established for indoor activities, they still are limited not only in number, but also in the programs they offer. Of course, there are movies, bars, and sports arenas available as well. As a rule, leisure activities for the public as a whole are limited to those public wholesale facilities; and, even more, to the television set.

But theatres, concert halls, opera houses – where "culture" is presented – are restricted to a small percentage of the community. We see this clearly in publicly-financed cultural centers where ticket prices, locations, and overbearing concentration render them accessible only to the few. With population growth and accelerating urbanization, leisure problems can only be exacerbated; and the dichotomy between the groups enjoying the different kinds of recreation can only widen: unless corrective action is taken.

There is no doubt that the performing arts are beyond the reach of most Canadians. It is an ironic commentary on our society that some 23 centuries after Plato deplored the "Theatrocracy" in which acting had conquered poetry (at a time when theatre was a mass medium) our "Republic" has, through indifference, disinterest, or design, effectively banished the arts from most of its people. And although Platonic condemnation of that art has ostensibly been discounted, required action to extend the availability of cultural programs receives only perfunctory attention. Now that we have been liberated from the Puritan proscription against recreation, now that we recognize the urgency of developing leisure activities, it is essential to investigate means for facilitating access to the performing arts for all of our population.

Curiously, there is a conspicuous lack of research in this subject. Certainly this American observation applies equally to the Canadian situation:

> "The lack of specific research on the arts is remarkable considering the magnitude of the problems. . . Except for the congressional hearings in 1961 and 1962 on economic conditions in the performing arts, there has been no systematic effort to review the support and development of the performing arts in this country.
>
> Pertinent information about such matters as audience composition and tastes is rarely available. . . Imaginative and well-directed research would not only make it possible to present the performing arts in their traditional forms more effectively and possibly more inexpensively than at present but could also lead to new and aesthetically exciting forms. The performing arts have perforce been laggard in sharing in the research revolution."*

*Rockefeller Panel Report, *The Performing Arts: Problems and Prospects*. New York, McGraw-Hill, 1965, p. 106.

This distinguished report was addressed to the "professional performing arts," concentrating on how to ameliorate their plight. While underlining the necessity for study and action in the field as a whole, it includes neither specific reference to, nor focussed concern with all-inclusive involvement with the arts. Various organizations, e.g., The Rockefeller Brothers Fund, The Twentieth Century Fund, and the Theatre Communications Group, The Canadian Theatre Center, have further confirmed the dearth of investigation into the problems of enlarging the audience to include more than the small numbers presently reached.

The performing arts are not only a reasonable alternative to the mass electronic media which have become our major mass recreations, but are also socially beneficial. As charter members of the recreation brotherhood, they have indisputable importance in the leisure galaxy. It is therefore necessary to expand the limited range of current research and view these arts from the perspective of necessities in our cities.

Since Canada is rapidly becoming urbanized, city recreation must receive acute attention. "There haven't been civilizations without cities. But what about cities without civilizations? An inhuman thing, if possible, to have so many people together who beget nothing on one another."* Without the arts we would have such inhuman cities: brick and mortar without civilization. And as our cities grow, our cultural facilities must grow proportionately. In the urban context this constitutes a problem of location, scale, cost, and availability.

Most performing arts buildings are not distributed throughout an urban area nor are they easily accessible to most people. Most of those structures are too forbidding in scale to invite easy entry. Most performances are priced too high for those with modest incomes. And too few of our people are initiated into the theatre-going fraternity.

*Saul Bellow, *The Adventures of Augie March*. New York, Viking Press, 1962, p. 159.

Clearly, then, there is a need for studies to determine how arts facilities can be proliferated to serve everyone that needs them – even if they do not yet recognize that this is a need. Still more important is the delineation of an action program to make such activities available to more than the small group that now enjoys them. Before that can happen, however, some biases must be eliminated:

1. The performing arts are not the exclusive province of patricians: education and sophistication can be acquired.
2. Theatres and other cultural facilities need not be in proximity for viability. While a cultural *center* might look physically beautiful as a design, decentralization would both allow more people access and minimize costly land assembly. Aesthetics is important to be sure; though the public benefit is obviously paramount.
3. Posh is pleasant in an auditorium, but it is in fact more important for the municipal ego than for great art. There is no need, of course, for ugliness in design or construction. But a palace is not indispensable to culture. More and widely distributed small structures, with simple appointments of lower cost, would serve the public far better than the elegant monuments to political glory that are presently being planned and erected.

Once these fallacies are removed from current thinking, meaningful steps can begin for maximizing the availability of the performing arts. This is a complex problem for planners, recreationists, theatre people, and anyone who is concerned with a healthy community. Much thought, discussion, and research are required. And then action. There is no persuasive reason for television to be the dominant leisure activity in Canada. Making cultural resources widely available would add some urgently needed choices in recreation for our entire population.

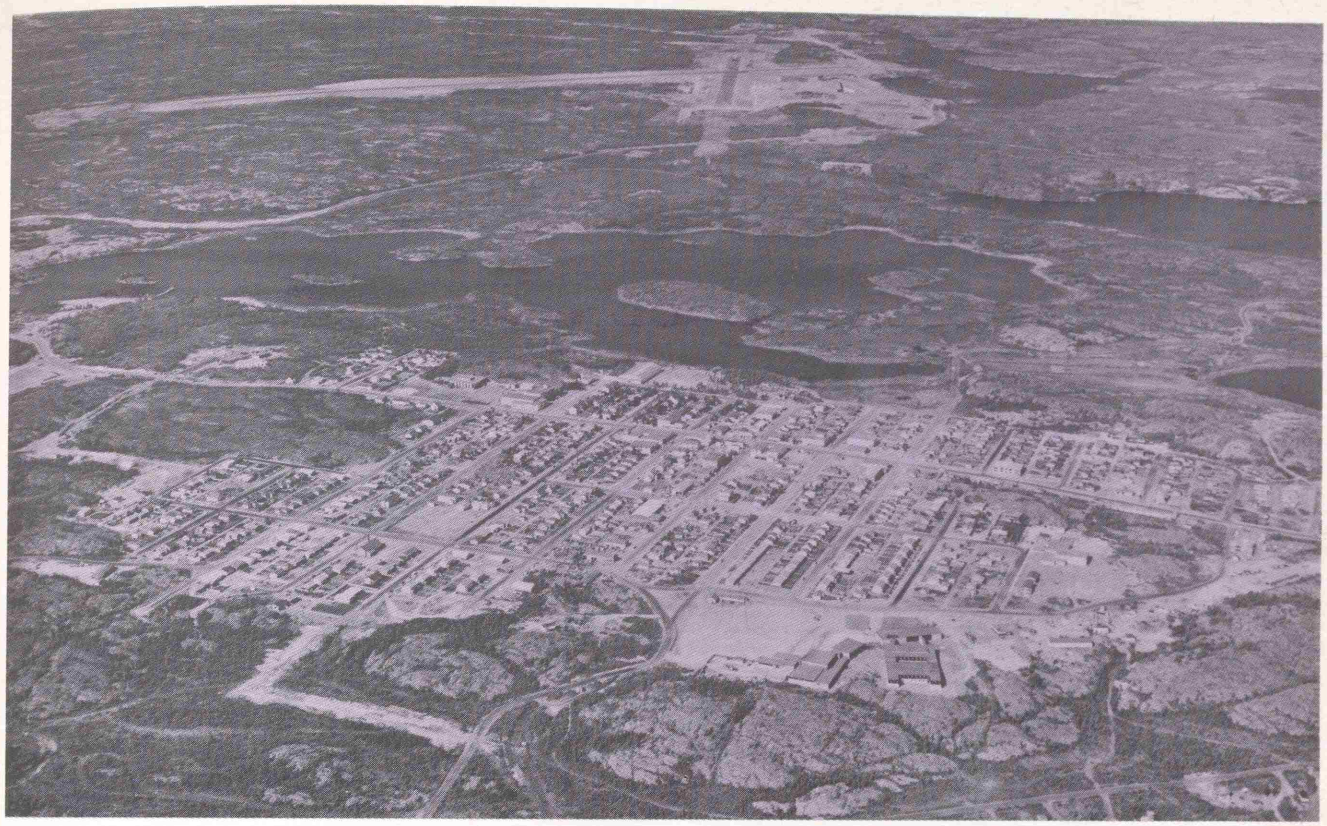
YELLOWKNIFE PLANS ITS FUTURE

By J. McCRACKEN
Chairman, Alberta Division, CPAC

YELLOWKNIFE – Canada's newest capital – this fall becomes the permanent seat of government for the Northwest Territories. With the resulting influx of civil servants, the town's population is expected to grow from the present 4,000 to more than 6,000 within the next three years.

A population explosion of this kind obviously creates many problems for the local authority concerned, whether it occurs in an "average" Canadian community of 4,000 or 400,000. However, due to its location and physical characteristics, Yellowknife cannot be considered as "average" by any stretch of the imagination.

Fortunately, due to the initiative of the Town Council, a study of Yellowknife's future development was carried out by consulting engineers back in 1962. Since then the Council has been gradually implementing recommendations made in that report and late in 1966 commissioned a planning consultant to prepare a Town Development Plan and draft a Zoning By-law. Both



Aerial view of present-day Yellowknife, N.W.T. Photo by G. Reimann

have now been completed and are being given detailed consideration.

Soon after the official announcement was made in Ottawa that the N.W.T. legislative and administrative headquarters would be moved to Yellowknife, Mayor C. M. Wilkinson and his colleagues arranged for a two-day Town Planning Conference, to which they invited representatives of all government agencies and private organizations likely to have an influence on the future of the community. Also at that meeting last April was an excellent attendance of citizens, whose interest was indicated not only by their presence, but also by their questions and comments during the business sessions and in informal discussions which followed every session.

The conference was divided into four sessions, the keynote speaker at each being the planning consultant who used coloured maps and a relief model of the proposed town to:

- analyze existing development characteristics of Yellowknife and limitations to the town's physical expansion;
- suggest an approach to development, covering such aspects as form and nature of future housing, central business area, capital building site, parks and schools areas;
- discuss ways and means of implementing the plan;
- speculate on future urban design criteria, covering rate of growth, standards of community development and services, etc.

In summary, the Town Council was able to assemble a wealth of information, professional advice and citizen opinion in two days whereas, using the normal approach, they might have taken several months to accomplish this task. Council was provided with sufficient data to enable them to take stock immediately of their position, and they have lost no time since then in pressing forward with plans to cope with their town's new status.

In order to provide building sites for immediate construction, Yellowknife last spring entered into a land assembly agreement with the Federal Government. On these sites the Territorial Government intends to build in 1967 about 45 single family units and 20-25 row housing units. Negotiations were underway this summer for a second land assembly project to provide building lots for 1968 and 1969 construction. To meet the goal, underground services must be installed before freeze-up this winter. These services, plus the construction of a sewage lift station and associated works, will cost in excess of $500,000.

The development program being undertaken is no small task for any municipality the size of Yellowknife, let alone by one situated where natural terrain and the comparatively short construction season combine to complicate the exercise. The Town Council is to be commended for its intelligent approach to community planning and its forthright action in putting plans to work.

NEWS, VIEWS, AND NOTICES

AIP CONFERENCE

"The Future Environment of a Democracy" is the theme of the American Institute of Planners' 50th anniversary year conference, being held in Washington, D.C., October 1-6, 1967. It is a continuation of the two-year consultation, begun at AIP's Portland, Ore., annual conference in August, 1966, on "The Next 50 Years/1967-2017".

Canadian delegates have been especially invited to participate in the Washington multi-disciplinary discussions. A special ladies' program has been arranged.

Registration fee of $60 (plus $10 for the conference banquet) should be sent immediately to the American Institute of Planners, 917 15th Street, N.W., Washington, D.C.

NEW JOURNAL

"Ontario Geography" is a new journal published by the staff and graduate students of the Department of Geography, University of Western Ontario in London. First issue contained two urban-oriented articles; the remainder were in the physical, historical recreation spheres.

Subscription information should be requested from the Department's Publications Committee. Next issue is due this fall.

URBAN AND HUMAN RENEWAL

If we are to succeed in long-term urban and human renewal programs, we must go beyond municipal boundaries and tackle them on a regional basis. Proof of this statement is contained in a report on "The New Haven Achievement" by CPAC-member W. E. Ogden, Halifax planning consultant.

After observing what is happening in this Connecticut seaport, industrial center and home of Yale University, located less than 100 miles east of New York City, Mr. Ogden feels Canadian community leaders have much to learn from the New Haven (pop. 150,000) example. In essence, it shows what strong local leadership, supported by federal financial grants, can do in rehabilitating a region both physically and socially.

"Any renewal program must have bold, imaginative leadership at the local level because this is the only sure way to gain citizen support for reconstruction and rehabilitation of buildings, both public and private", writes Mr. Ogden. "New Haven's real success and lesson for others lies in its approach to human renewal. This means full co-ordination locally of broad physical, economic, educational and social programs engaged in by all three levels of government and private agencies including the church. Its community action programs have their base in the neighbourhoods where the people live and for whom they are intended. The whole aim is to encourage initiative, leadership and responsibility in order to bring people into a co-ordinated flow of experience leading to jobs, independence and active citizenship."

Such efforts may have to be sustained for a generation before a community is completely immunized against the causes (as opposed to the effects) of urban deterioration. But New Haven has found that very beneficial effects are being felt within a few years after starting the massive program. There is higher assessment, increased employment, a generally healthier business atmosphere and a more vital community core. Surely these are admirable social achievements for local government in a democracy and worthwhile goals for any region in Canada.

Mr. Ogden's report in full, in mimeographed form, may be obtained on written request to CPAC National Office, 425 Gloucester Street, Ottawa 4, Ontario.

RESIDENTIAL ENVIRONMENT

What is a good environment? The Expert Committee on Environmental Health Aspects of Metropolitan Planning and Development of the World Health Organization defines it as "one in which the family can develop and flourish — physically, mentally and socially".

The same committee states that housing is nowadays seen as more than the physical structure providing shelter. A more descriptive term is "residential environment", defined as the physical structure that man uses for shelter and the environs of that shelter, including all necessary services, facilities, equipment and devices needed or desired for the physical and mental health and the social well-being of the family or the individual.

Thus, our environment must be a combination of all those features surrounding a dwelling unit that directly affect the hygienic quality, comfort, pleasantness, safety and convenience of the living conditions.

EXPO'S ARCHITECTURE

Expo 67, as usual, is no exception for world expositions, in being a tour de force for the conceptual architectural designer. This time, however, the landscape architect too takes an important role as co-ordinating designer of the whole.

Surely this alone is a high sign for new urban development for, with the exception of irresolute decision on borderline projects, the landscape teams succeed in weaving man-made structure and natural passages of rest into plastic inevitabilities.

Expo exists as a new metropolis, a temporary city of nations. In this grandstand exposition of the world in a nutshell, official government statement and contemporary creative expression persuade perception to seek the truth of "Man and His World" for oneself.

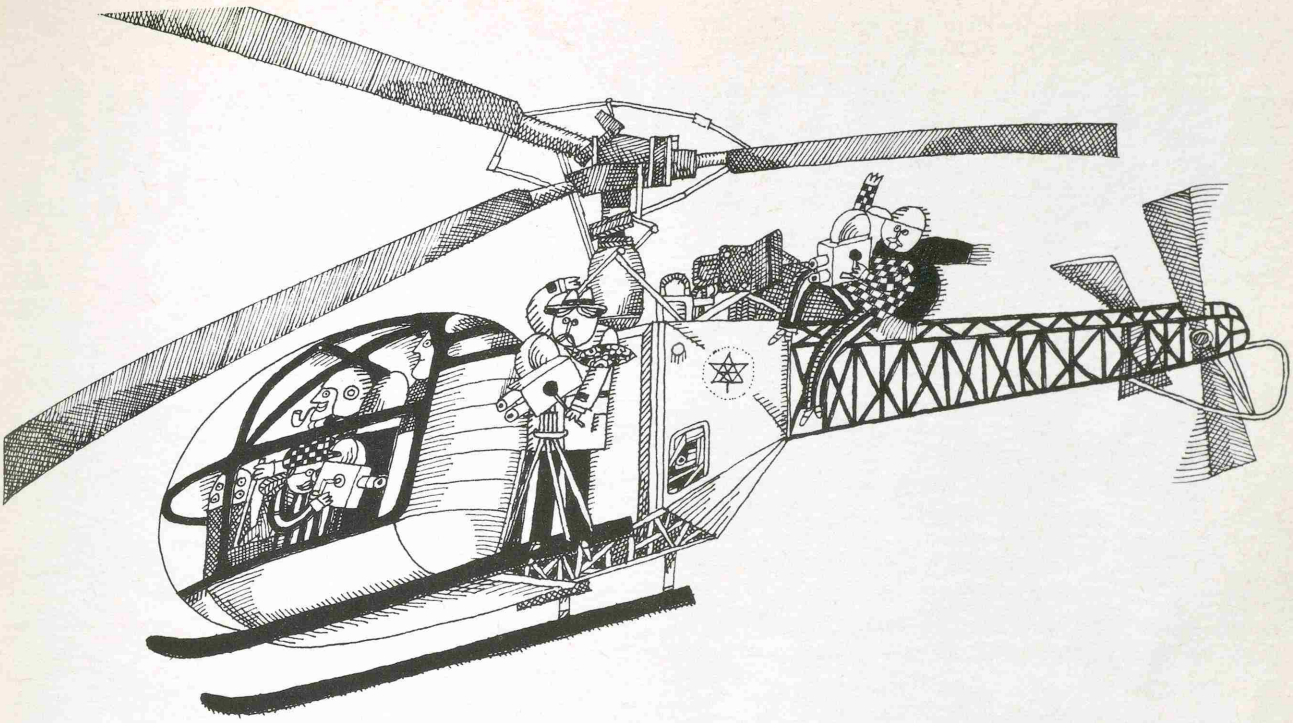
Anita Aarons,
ARCHITECTURE CANADA.

PROGRAM ACCREDITED

The University of Waterloo's Honours B.A. program in Urban and Regional Planning has been accredited by the Town Planning Institute of Canada. In recognizing the first undergraduate planning program in Canada, TPIC stated that it endorsed the Waterloo approach of liaison with disciplines related to planning together with integrative planning courses. It particularly commended the requirement of two periods of summer employment related to planning.

Recognition of the Waterloo planning program means that graduates will receive TPIC membership without writing the Institute's examinations. Waterloo becomes the sixth "planning school" in Canada to be so recognized. The other five universities have graduate planning programs only. The Waterloo program is also unique in that it emphasizes both urban and rural regional planning, and it has grown out of the social sciences instead of architecture and design.

The planning program at the University of Waterloo is located in the Department of Geography and Planning within the Faculty of Arts. Dr. Ralph R. Krueger, a geographer who has been closely involved in planning and regional development problems in Canada, is chairman of the department. Professor L. O. Gertler was recently appointed director of Waterloo's Planning and Resources Institute.



"HELICOPTER CANADA"

35 and 16 mm. Colour. 50 minutes.

From a screen full of blue sky, a helicopter approaches, stops, hovers and invites the theatre audience on the most unusual journey ever. Then it's off on an adventure in exploration with "Helicopter Canada", filmed in colour and panavision.

Once on board, it's east to the Atlantic and a brief visit with the historic 'Bluenose' as it cuts through the waves off Nova Scotia's shores. Then inland over picturesque Peggy's Cove and onward to Quebec City, high over an incoming luxury liner. It pauses to check progress on the vast Manicouagan Dam project and visits for a moment a lone prospector in the far north.

The audience makes a slow ascent up Place Victoria in Montreal and looks down over Toronto's new civic centre from above the towering city hall. Out west it's harvest time in the prairies and in the Rockies skiers break new trails over crisp white slopes. A few moments are spent welcoming the Beatles from England and there's even time in the busy schedule to watch a football game.

Here is Canada and its people as never seen before, the total look at a nation. "Helicopter Canada" is a co-production of the National Film Board and the Centennial Commission.

THE URBANOLOGIST

Graduate students (in the U.S.A.), who once showed little interest in slum problems, are becoming urban specialists by studying the pathology of urban life.

In the process, a new scientific diagnostician has been born. Not just a city planner, not just an educator, not just a politician, he is some of each – and something more. The "urbanologist" aspires to be a student of the entire city, an ecumenist of the metropolis, whose concerns go beyond brick and mortar to budgets and laws, souls and sensibilities.

Just as the word "urbanology" is a cross between Latin and Greek, the science – or is it an art? – is a mélange of many disciplines.

TIME Magazine

DEVELOPMENT AND EDUCATION

About $57 million of the 1967-68 estimates for the Department of Indian Affairs and Northern Development will be used for social and industrial development programs in Indian communities.

"The budget for these vital programs is up $11 million over last year, and accounts for about a quarter of the total expenditure", says Indian Affairs Minister Arthur Laing. "Self government is stressed in financial grants to Indian communities and in leadership training courses."

In addition, $55 million is allotted for the education of Indian children. This year 95% of all Indian children are attending school. High school enrolment is up and 240 Indian students are in universities. Over 7,000 adults are attending upgrading and training programs.

CONFERENCE COMMITTEE

Members of CPAC's National Capital Region Branch are preparing to host delegates to the National Planning Conference in Ottawa next month. A special committee headed by Branch Chairman Mrs. M. L. Lambert is working closely with National Office in this regard.

Delegates and their wives will be welcomed by branch members Sunday evening, October 8th, at a social gathering in the Chateau Laurier, prior to the official opening in that hotel next morning. Monday afternoon all are invited to join the conducted bus tour of the national capital region, including a trip through Gatineau Park.

Miss Jocelyn Howey is co-ordinating the "Planning Education Starts in School" demonstration, which will be presented by Ottawa high school students and teachers Tuesday afternoon.

Major T. S. Chutter is handling publicity and press room, assisted by Professor J. Lotz. Mr. Robert Cournoyer is in charge of information kits and Mr. Fred Gooch will arrange exhibits.

While their husbands are busy in sessions Tuesday, the ladies will be well looked after by Mrs. D. J. Bailey and her ladies' committee. Several morning coffee parties in individual homes throughout the city have been arranged and in the afternoon a choice of two tours will be offered. One group will visit Ottawa's City Hall while the other will tour the National Art Gallery.

Saint Benoit-du-Lac Thinking Conference Proposes

CPAC ACTION GUIDELINES

by A. T. PATON,
Assistant National Director

LAST JUNE, in the retreat-like atmosphere of a Benedictine monastery near Lake Magog in Quebec's beautiful Eastern Townships, 29 people held a mirror to the Community Planning Association of Canada, then gazed thoughtfully into a crystal ball.

After four days and nights of soul-searching at the Abbey Saint Benoit-du-Lac, they came up with a new statement of objectives and a set of guidelines for the future of this unique citizens' organization. In the meantime, they dissected and analyzed the Association as it never had been before in its 21 years of existence.

"This is perhaps the most exciting and important moment in CPAC's history", National President R. Graham Murray, Q.C., of Halifax, commented while welcoming delegates to the Thinking Conference on Monday, June 5th. He noted with delight that all nine CPAC provincial divisions were represented by national councillors or their alternates and divisional executive directors, as well as the national executive committee and national office staff.

Conference Chairman Allan G. Moffatt, CPAC national vice-president from Winnipeg, set the tone for the meetings at the opening session when he said, "Our purpose is to take a broad and comprehensive look at CPAC as it is now in action as we would like to see it in action in the future. Few national bodies ever have the chance to do this. Let's make the best possible use of this tremendous opportunity."

Choice of the Abbey as the site for the 1967 Thinking Conference proved to be a fortunate one. Accommodation and meals were excellent, and the quiet setting was ideal for undistracted attention to the business at hand. The four ladies in attendance resided in a guest house adjacent to the monastery. The rigorous session schedule left delegates little time to take advantage of walks in the Abbey grounds, but male members did have an opportunity to meet the Father Abbot and lunch with the monks on Friday, June 9th, before dispersing to their homes across Canada.

Informality characterized the conference and casual wear was the order of dress at all times. Total participation in seeking approaches to attainment of CPAC goals was encouraged, with delegates taking turns at chairing the group discussion sessions. One of the obvious benefits of this conference was the opportunity it

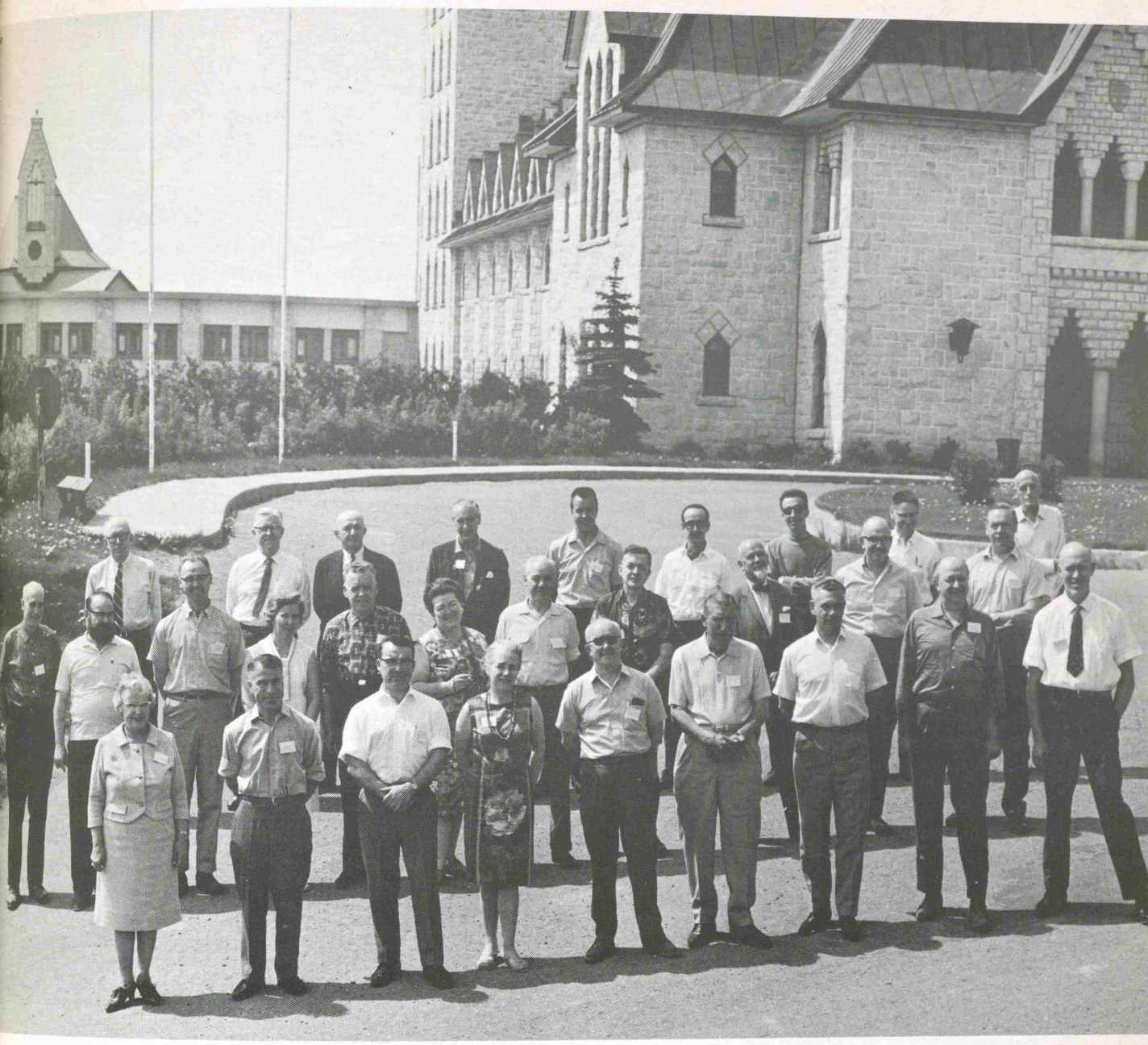
Résumé de la Séance de Réflexion

EN JUIN DERNIER, dans l'atmosphère sereine du Monastère Bénédictin de St-Benoit-du-Lac, 29 personnalités venues de tous les coins du Canada se réunissaient pour un examen de conscience de l'Association Canadienne d'Urbanisme. Après quatre jours et quatre nuits de réflexion, ils ont réussi à formuler un nouvel énoncé des objectifs et à établir une ligne de conduite pour orienter l'avenir de cette organisation unique de citoyens. Pour y arriver, ils ont dû disséquer et analyser l'Association comme jamais on ne l'avait fait au cours de ses 21 années d'existence. En plus de l'Exécutif National et des membres du Bureau National, les neuf divisions provinciales étaient représentées par les Conseillers Nationaux et les Directeurs Administratifs. Le 5 juin, en souhaitant la bienvenue aux délégués, le président national, M. R. Graham Murray, C.R., leur faisait remarquer qu'ils en étaient à un tournant des plus importants dans l'histoire de l'A.C.U..

Le président de la conférence, M. Allan G. Moffatt, vice-président national, de Winnipeg, donnait le ton aux discussions lorsqu'il disait au début de la séance d'ouverture: "Notre but est de faire un examen compréhensif et complet de l'A.C.U., telle qu'elle est présentement et telle que nous aimerions la voir dans l'avenir. Peu nombreux sont les organismes nationaux qui ont la chance de faire ce que nous faisons. Profitons le plus complètement possible de cette opportunité extraordinaire."

Le choix de l'abbaye pour cette séance de réflexion fut particulièrement heureux. Le logement et la nourriture étaient excellents et la sérénité ambiante était propice au genre de travail à accomplir. Les quatre dames présentes demeuraient dans une hotellerie attenante au monastère. A cause du programme très chargé, les délégués ne purent jouir pleinement des promenades possibles sur les vastes terrains de l'abbaye; cependant, les délégués masculins rencontraient le père abbé et déjeunaient avec les moines le vendredi 9 juin avant leur départ vers les lieux les plus éloignés du Canada.

Les délégués présidaient tour à tour aux séances de discussion afin d'assurer la participation active de tous et chacun à cet examen des objectifs de l'A.C.U. et des moyens à emprunter pour les atteindre. Un des avantages évidents de cette conférence était cette opportunité offerte aux représentants d'un océan à l'autre de se rencontrer pour échanger des idées sur leurs problèmes communs.



THE THINKERS

Front Row: Mrs. Elsie Shepherd, B.C.; M. Lemay, Nat. Off.; M. M. Somerville, N.B.; Mrs. H. A. Elliott, Ont.; G. G. Gomery, N.S.; M. L. Brennan, Nat. Off.; A. T. Paton, Nat. Off.; A. G. Moffatt, Man.; R. G. Murray, N.S.

Middle Row: J. Moar, Alta.; R. W. Balston, Alta.; A. H. Kennedy, B.C.; Mrs. Betty Callum, Sask.; A. G. Watt, N.B.; Mrs. Betty Lord, Man.; A. D. Grayston, N.S.; A. A. Armstrong, CCURR; J. Simard, Que.; H. R. Baker, Sask.; E. F. Tonge, Ont.

Back Row: B. A. Diekman, Ont.; F. J. Cornish, Ont.; J. D. Higgins, Nfld.; H. Sise, Que.; J. P. Melin, Sask.; C. Langlois, Que.; J. Ledoux, Que.; G. A. P. Carrothers, CMHC; P. R. U. Stratton, B.C.

afforded representatives from coast to coast to get to know each other better and to pool their thoughts on common problems.

Prior to the conference, the National Executive Committee had prepared a program agenda designed to facilitate:

- analysis of the forces shaping the Canadian urban environment;
- study of the nature and roles of citizens' organizations in Canadian society;
- reassessment of CPAC's objectives, scope and responsibilities in the light of the foregoing discussions;
- setting of guidelines for the Association's future development and activities.

Within this general framework, three daily objectives were proposed for the plenary and small group discussion sessions each day. Evening group meetings were held to examine and make recommendations on the functional roles of CPAC officials at branch, divisional and national levels. Background papers were presented each morning during the first plenary session of the day. These documents provided factual and historical data on the day's subjects, as well as the author's personal suggestions pertinent to the objectives under discussion. As had been hoped, they tended to stimulate "brainstorming" rather than inhibit it.

At mid-morning delegates divided themselves into four discussion groups, coming together again in the late afternoon for the day's final plenary session. Each group chairman then reported on the findings and recommendations of his group to the conference as a whole. Certain conclusions were referred to the special National Council meeting held Friday, June 9th, for approval of that policy-making body.

Even though adopted by National Council, some of these decisions must still be referred to the Annual General Meeting of the Association, scheduled to be held in Ottawa on October 9th, 1967, before they can be incorporated into the By-laws of CPAC. Most obvious example is the new Statement of Objectives, drawn up during the Thinking Conference and recommended unanimously by the National Council to the forthcoming Association Annual General Meeting.

The conference planning committee had suggested that such a statement might have been drawn up on Tuesday, June 6th, at the conclusion of the first day of meetings. It soon became apparent, however, that delegates wished to explore more deeply the Association's past, present and future before even attempting to revise CPAC's present statement of purpose: "To promote public understanding of, education and participation in, town and regional planning in Canada."

Thus, a three-man committee consisting of Mr. F. J. Cornish, Q.C., Dr. G. A. P. Carrothers and Dr. H. R. Baker undertook to draft its redefinition or reaffirmation in the light of evolving discussions over the full conference period. Their efforts resulted in the new expanded statement (pg. 19), which was adopted on Thursday, June 8th, at the final plenary session of the Thinking Conference.

Avant la conférence, le comité exécutif national avait préparé un ordre du jour afin de faciliter:

1. l'analyse des limitations responsables de l'orientation des milieux urbains au Canada;
2. l'étude de la nature et des rôles des organismes de citoyens dans la société canadienne;
3. la remise en question des objectifs de l'A.C.U., de son orientation et de ses responsabilités dans le contexte des discussions précédentes.
4. l'établissement de principes fondamentaux sur lesquels devront se fonder le développement et les activités de l'association dans l'avenir.

Dans ce contexte général, trois objectifs étaient proposés pour les discussions de groupe et les sessions plénières de chaque jour.

Les séances en soirée avaient pour but l'examen du rôle fonctionnel du personnel au niveau des sections, des divisions et du Bureau National.

Trois documents de base étaient présentés à la première session plénière au début de chaque journée. Ces documents contenaient les données factuelles et historiques relatives aux sujets à l'ordre du jour ainsi que les suggestions personnelles des auteurs quant aux objectifs à discuter. Comme on l'avait espéré, ils avaient tendance à stimuler plutôt qu'empêcher les tempêtes d'idées.

Au milieu de l'avant-midi, les délégués se divisaient en quatre groupes de travail pour revenir ensemble en fin d'après-midi, participer à la dernière séance plénière de la journée. Chaque président de groupe faisait alors rapport des conclusions et recommandations de son groupe. Certaines recommandations furent reportées à la séance spéciale du Conseil National le 9 juin pour approbation.

Malgré l'approbation du Conseil National, certaines des décisions doivent toutefois recevoir l'assentiment de l'assemblée générale annuelle convoquée pour le 9 octobre 1967 à Ottawa, avant d'être incorporées aux règlements de l'A.C.U.. L'exemple évident est le nouvel énoncé des objectifs, conçu durant la séance de réflexion et recommandé à l'unanimité par le Conseil National pour ratification par l'assemblée générale annuelle.

Le comité d'organisation de la conférence avait envisagé la rédaction d'un tel énoncé le mardi 6 juin à la fin de la première journée de travail. Il devint cependant évident que les délégués préféraient examiner d'abord le passé, le présent et l'avenir de l'association avant de se prononcer sur une revision possible des objectifs actuels de l'association i.e. "Encourager la compréhension des objectifs fondamentaux de l'urbanisme, renseigner le public sur les méthodes générales employées pour réaliser ces fins et encourager une participation intelligente des citoyens aux procédés politiques impliqués".

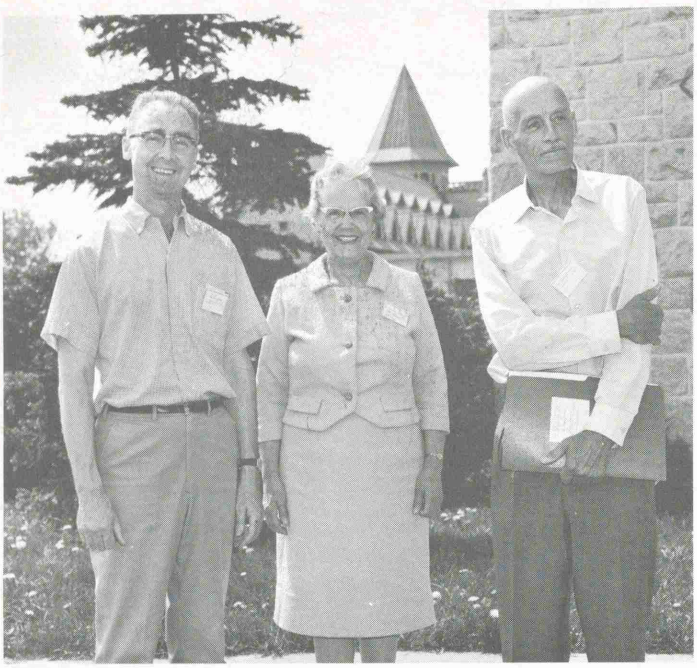
Conséquemment, un comité composé de M. F. J. Cornish, C.R., Dr G. A. P. Carrothers et Dr H. R. Baker, fut chargé de la préparation d'un nouvel énoncé ou de confirmation des objectifs actuels, à la lumière des discussions durant toute la conférence. Le résultat

PROPOSED STATEMENT OF OBJECTIVES

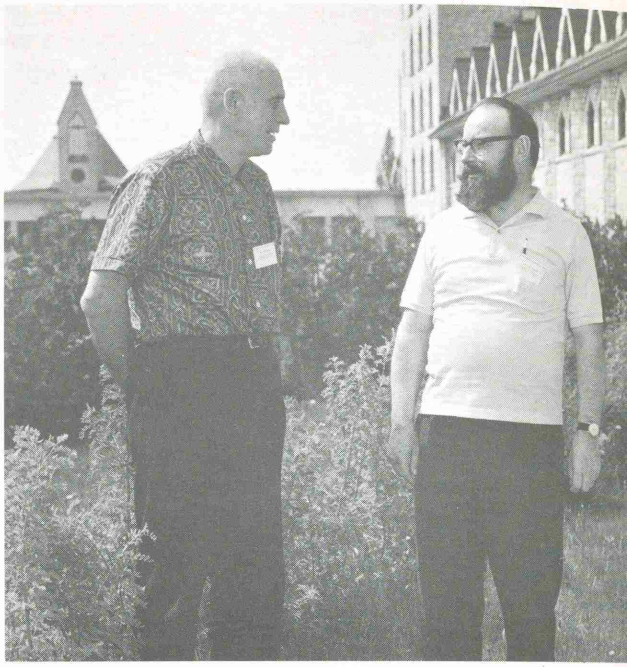
1. The objective of the Community Planning Association of Canada is to improve the quality of the environment in which people live, to which end the Association:
   (a) fosters public understanding of community, urban and regional planning;
   (b) encourages the active participation in planning by informed citizens, and
   (c) cooperates with other groups on planning matters.
2. Without limiting the general objective, the Association aims in particular:
   (a) to promote education in environmental planning in schools and universities and in programs of continuing adult education;
   (b) to stimulate the development of new knowledge relating to the environment of human settlement through studies and research and the recording of experience;
   (c) to accumulate and disseminate information relevant to policies in environmental planning;
   (d) to cooperate with elected governments, public agencies and other bodies in applying planning concepts and practices to the development of the environment;
   (e) to provide open forums through which government and the citizen can communicate policies, needs and views on planning matters;
   (f) to encourage the coordination and integration of public and private programs of planning and development.
3. To carry out these objects it shall be the obligation of the members and officials of the Association to develop and conduct programs and to raise funds for that purpose.

ÉNONCÉ DES OBJECTIFS PROPOSÉ

1. Le but de l'Association Canadienne d'Urbanisme est l'amélioration de la qualité des milieux de vie de la communauté humaine. A cette fin, l'Association:
   a) promouvoit la compréhension des procédés de planification de la communauté régionale, urbaine et rurale.
   b) encourage la participation active du citoyen averti, au processus de la planification du territoire.
   c) prête son concours à tous les groupes intéressés à cette planification.
2. Sans en restreindre le but général, les objectifs précis de l'Association englobent:
   a) la promotion d'un programme d'éducation au niveau des écoles et des universités en matière de planification des milieux de vie.
   b) la stimulation de l'évolution des connaissances du milieu de vie de la communauté humaine, par l'étude, la recherche et l'enregistrement des connaissances acquises.
   c) la collation et la dissémination de toute information relative aux politiques de planification des milieux de vie.
   d) la coopération avec les divers niveaux de gouvernement, les agences et autres corps publics dans l'application des concepts et des pratiques de planification.
   e) l'organisation d'assemblées publiques pour permettre la communication réciproque des besoins, points de vue et politiques entre les citoyens et les responsables de la planification du territoire.
   f) l'encouragement de la coordination et de l'intégration des programmes publics et privés en matière de planification et de développement.
3. Afin d'atteindre ces objectifs, il incombera aux membres et aux officiers de l'Association d'élaborer et de diriger des programmes et d'obtenir les fonds nécessaires à ces fins.



British Columbia Delegation:
A. H. Kennedy, Executive Director
Mrs. Elsie Shepherd, Alternate National Councillor
P. R. U. Stratton, Councillor-at-Large



Alberta Delegation:
J. Moar, Executive Director
R. W. Balston, Alternate National Councillor

SCOPE AND RESPONSIBILITIES

Prior to Tuesday's group discussions on the forces at work in shaping the Canadian urban environment and the nature and roles of citizens' organizations in our society, three papers were presented for consideration. Mr. Hazen Sise began with his thoughts on "The Destructive Forces at Work in Our Communities", followed by Mr. Jacques Simard with his ideas on "The Positive Forces". The third paper, written by Mr. John Northey and presented in his absence, dealt with the author's personal views on "Citizens' Planning Groups in Canada's Second Century".

"People have come together in voluntary organizations for a variety of common purposes because in our society 'the group consensus' has largely replaced 'the individual opinion' as an effective force in bringing about change". "The three main functions of a citizens' group might be classified as exploratory, advisory and intermediary". "Such a group usually exists to carry out a function for society which government does not presently do". Deciding that these statements generally describe the nature and roles of citizens' groups in Canada, delegates then tackled the more specific task of drawing up a blueprint of CPAC's scope and responsibilities.

Naturally, the question, "Just what does 'planning' mean?" arose very early in the study. "Planning is a

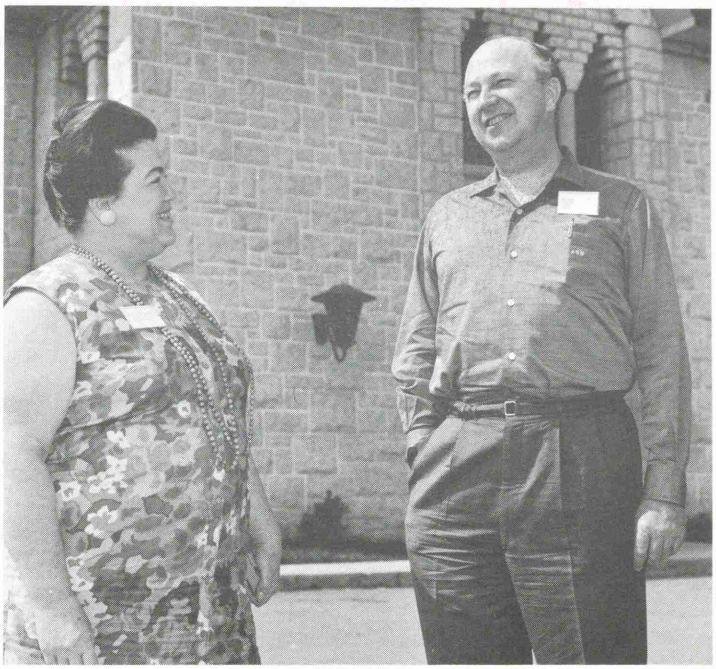
de leurs efforts est ce nouvel énoncé, plus détaillé, lequel fut approuvé au cours de la dernière séance plénière, jeudi le 8 juin 1967.

LE CHAMPS D'ACTIVITÉ ET LES RESPONSABILITÉS

Avant le début des discussions du mardi, trois documents furent présentés en guise de prélude à l'étude des contraintes responsables de l'orientation du milieu urbain canadien, et de la nature et des rôles des organismes de citoyens dans notre société. M. Hazen Sise présentait d'abord ses idées sur "Les contraintes négatives" et M. Jacques Simard avec les siennes sur "Les contraintes positives". Le troisième document, préparé par M. John Northey et présenté en son absence, élaborait le point de vue personnel de l'auteur sur "Les organismes de citoyens et la planification au Canada pour le siècle à venir".

"Les gens se sont groupés dans des organismes volontaires pour satisfaire une variété de besoins communs parce que dans notre société "le recensement des opinions" a largement remplacé "l'opinion individuelle" en temps que "force effective à l'origine des changements". Les trois fonctions principales d'un organisme de citoyens pourraient être classifiées comme exploratoire, consultative et intermédiaire". "Un tel groupe existe habituellement afin de remplir une tâche non accomplie par les gouvernements".

askatchewan Delegation:
J. P. Melin, Divisional Chairman and National Councillor
Mrs. Betty Callum, Executive Director
Dr. H. R. Baker, Immediate Past President



Manitoba Delegation:
Mrs. Elizabeth Lord, Executive Director
A. G. Moffatt, National Vice-President

process", decided the thinkers, "working towards those physically beautiful, functional, socially and economically viable types of environment in which we would be prepared to live. This planning process should involve a continuing dialogue between government officials, professional planners and the citizens who are the ultimate consumers of planning".

Delegates agreed that the role of CPAC is not to usurp the function of the professional planner, but to ensure that conditions exist which will allow the total planning process to be carried out most effectively. They saw CPAC playing a catalytic role, providing a forum for fruitful two-way communications at various levels in solving specific planning problems. In other words, CPAC should work, in cooperation with other public-spirited bodies, towards achieving a better quality of co-ordinated decision-making in the development of our communities.

Educating people and encouraging their participation in the proper planning process was considered to be the single overriding concern of CPAC in the immediate future, replacing the Association's chief concern of the 1950s: establishment of professional planning staffs at the municipal and provincial levels of government. Whether or not CPAC's efforts in this regard can be credited solely for the present situation, the fact is that there is an acute shortage of qualified professional planners in Canada today. CPAC now must do all it can to encourage increased facilities for formal education in

Ayant décidé que les trois documents représentaient généralement la nature et les rôles des groupes de citoyens au Canada, les délégués s'attaquèrent spécialement à la détermination des champs d'activité et des responsabilités de l'A.C.U..

Naturellement, très tôt durant la séance de réflexion, on posait la question: "Que veut dire "Planification"?". Les penseurs décidèrent que "La planification est un processus qui permet la réalisation de milieux de vie fonctionnels, physiquement beaux, socialement et économiquement viables et où il fait bon vivre. Ce processus de planification doit impliquer un dialogue continuel entre les administrateurs publics, les urbanistes et les citoyens qui en sont les consommateurs éventuels."

Les délégués furent d'accord qu'il n'était pas du ressort de l'A.C.U. d'usurper le rôle de l'urbaniste mais plutôt d'assurer l'existence des conditions qui permettront la réalisation effective et complète du processus de planification. Ils envisagèrent une association canadienne d'urbanisme qui joue un rôle catalytique en fournissant un forum pour l'échange réciproque des idées à tous les niveaux en vue d'apporter des solutions à des problèmes spécifiques. En d'autres termes, l'A.C.U. devrait travailler en coopération avec d'autres organismes imbus d'un sens civique, vers une meilleure qualité du mécanisme de décision nécessaire au développement de nos milieux de vie.

"Eduquer le citoyen et l'encourager à participer au processus de planification" fut considéré la seule vo-

this field, as well as promote programs of continuing adult education in communities.

PLANS AND PROGRAMS

Program areas, a plan of activities for CPAC and inter-relationships with other organizations, were the main objectives on Wednesday, June 7th. Preceding discussion, Mrs. H. A. Elliott reviewed CPAC's progress to date in encouraging the introduction of "Planning Education" into public and high school curricula; Professor R. G. Murray placed before delegates a paper by Mr. W. B. Shore on "Public Consultation in the Planning Process"; and Dr. H. R. Baker explained a method of translating CPAC philosophy into working and teaching objectives in his "Propositions on Program Development".

Re-affirming the previous day's conclusion that the Association's objectives can be best achieved through education, delegates agreed that CPAC should place this at the top of its list of proposed program areas. They recommended that CPAC should promote planning education:

(a) in public and high schools – to introduce children to the advantages of observing and evaluating their environment;
(b) in universities and technical colleges – to encourage expansion of formal training in such institutions for Canadian students wishing to enter the planning profession;
(c) in the community at large – to encourage continuing adult education and participation in the planning process.

Numerous topical program areas in which the Association is now or should in the future become involved were discussed. Finally, these eight were chosen as the ones which might be given priority:

1. Planning Education
2. Beautification, Aesthetics and Urban Design (Community Improvement)
3. Open Space
4. Transportation
5. Development of Planning Organizations
6. Urban Renewal
7. Resource Conservation
8. Air, Land and Water Pollution Control.

Recognizing the fact that CPAC is by no means the only citizens' organization in Canada concerned with the above-named problems, delegates devoted considerable time to the matter of CPAC's inter-relations with other institutions (lay, professional and governmental). To facilitate co-operative achievement where there are common goals, the Thinking Conference recommended that CPAC should maintain close liaison with related citizens' voluntary groups in joint sponsorship of meetings and educational campaigns, should encourage cross-membership in such other organizations and should avoid duplication of effort with them. Junior Chambers of Commerce were cited as ideal examples of the type of organization with which CPAC could work to mutual advantage at the local community level.

cation immédiate de l'association, remplaçant ainsi l'objectif principal des années 50: l'établissement de services professionnels d'urbanisme aux niveaux provinciaux et municipaux de l'administration. Peu importe que l'A.C.U. soit considérée à l'origine de la situation actuelle, c'est un fait qu'il existe une pénurie d'urbanistes au Canada. L'A.C.U. doit donc maintenant encourager l'établissement des facilités pour la formation professionnelle dans ce secteur en plus de promouvoir des programmes continus d'éducation adulte.

PLANS ET PROGRAMMES

Les secteurs d'intérêts, un plan d'activité pour l'A.C.U. et l'inter-relation avec les autres organisations, furent les objectifs de travail du mercredi 7 juin. Avant les discussions, Mme H. A. Elliott résumait les progrès réalisés afin d'introduire "l'éducation en planification" dans le curriculum des écoles primaires et secondaires. Le professeur R. G. Murray présentait ensuite aux délégués un document écrit par M. W. B. Shore sur "Le dialogue et le processus de la planification", et le Dr H. R. Baker expliquait une méthode qui permettrait de traduire la philosophie de l'A.C.U. en objectifs de travail et d'enseignement.

En confirmant la conclusion de la veille i.e. que les objectifs de l'association peuvent être surtout atteints par l'éducation, les délégués furent d'accord de placer cet item au haut de la liste parmi les secteurs d'intérêt de l'A.C.U.. Ils recommandèrent la promotion de l'éducation en urbanisme:

a) Dans les écoles primaires et secondaires afin d'habituer les enfants à observer et évaluer leur entourage;
b) Dans les universités et écoles techniques afin d'encourager l'expansion de l'entraînement professionnel dans ces institutions pour les étudiants qui veulent devenir urbanistes;
c) Dans la communauté en général afin d'encourager l'éducation adulte et la participation au processus de la planification.

Plusieurs secteurs d'intérêts dont s'occupe présentement l'association et d'autres qui devraient la préoccuper dans l'avenir, furent discutés. Après discussion, huit secteurs prioritaires furent choisis:

1. l'éducation en urbanisme
2. l'embellissement, l'esthétique et l'aménagement du territoire
3. les espaces verts
4. le transport
5. le développement des organismes de planification
6. la rénovation du territoire
7. la préservation des ressources
8. le contrôle de la pollution de l'air, du sol et de l'eau

Reconnaissant le fait que l'A.C.U. n'est pas le seul organisme de citoyens qui s'occupe des problèmes précités, les délégués discutèrent longuement la question de l'inter-relation entre l'A.C.U. et les autres institutions (professionnelles ou non et gouvernementales). Afin de

Delegates agreed that CPAC's relationships with professional organizations, like TPIC or CCURR, should be of a mutually-beneficial nature. The Association should encourage professional planners to use CPAC as a forum for presenting their views and obtaining public reaction to them. CPAC should also maintain two-way communications with government departments and agencies, assisting when appropriate in interpreting official policies and co-ordinating citizen involvement in planning programs.

A proposed Plan of Activities emerged from the discussions on how CPAC might best achieve its objectives. The roles of CPAC national, divisional and branch formations and their respective areas of responsibility were set forth in chart form, as follows:

NATIONAL:

1. Information Centre and Clearing House
2. Annual National Theme
3. Administrative Role (unchanged)
4. National Council responsible for Program leadership
5. Periodic dissemination of National Objectives
6. Staff member liaison and meetings
7. Councillor-at-Large role – Advisory

DIVISION:

1. Information Centre for Branches and Agencies
2. Program tied to annual National Theme
3. Hold Workshops
4. Establish liaison with "power" structure
5. Public forum for municipal planners
6. Fund Raising
7. Branch establishment
8. Experimentation (i.e. Schools)
9. Membership – stratification

BRANCH:

1. Information Centre for Citizens
2. Theme Program Committees
3. Public meetings on local issues
4. Public forum for municipal planners

First priority was given to the need for expanding and improving the flow of information to and from all levels of the Association's organizational structure. Delegates visualized the National Office as the centre for the collection, collation and distribution of educational material in support of the national theme and programs as specified by National Council. Divisional Offices would act as information centres for CPAC Branches and other agencies. Branches, in turn, would be responsible for applying the national theme to local conditions and ensuring a return flow of information to their Division and thence to National Office.

faciliter la réalisation des objectifs communs, la conférence recommandait le maintien d'une étroite liaison avec les autres groupes de citoyens intéressés en commanditant conjointement des assemblées publiques et des campagnes d'éducation, en encourageant l'adhésion réciproque à ces autres organisations et en éliminant le chevauchement avec eux.

Les délégués furent d'accord que les rapports de l'A.C.U. avec les organisations professionnelles tel le I.U.C. ou le C.C.R.U.R. devraient être d'une nature mutuellement bénéfique. L'association devrait encourager les urbanistes à se servir de l'A.C.U. en tant que forum d'où ils présentent leurs points de vue et en obtiennent la réaction du public. L'A.C.U. devrait aussi maintenir le dialogue avec les ministères et les agences gouvernementales et leur prêter son concours à l'occasion pour interpréter les politiques officielles et coordonner la participation du citoyen au processus de planification.

Un plan proposé des activités est ressorti des discussions qui avaient pour but de déterminer comment l'A.C.U. pourrait atteindre le plus efficacement possible ses objectifs. Les rôles au niveau national, provincial et local, et les secteurs respectifs de responsabilité furent établis sous forme schématique comme suit:

NATIONAL:

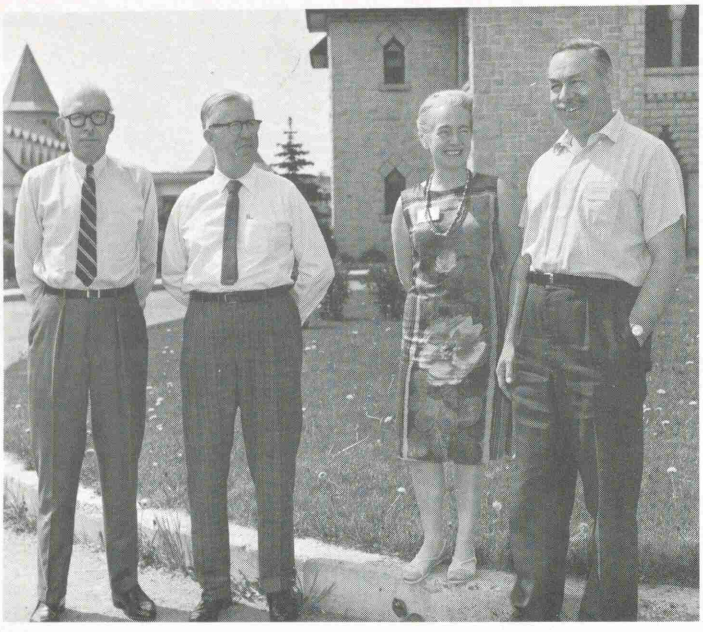
1. Centre d'information et de redistribution
2. Thème national annuel
3. Rôle administratif (inchangé)
4. Conseil National responsable de la direction du programme
5. Dissémination périodique des objectifs nationaux
6. Liaison et rencontre entre les membres du personnel
7. Rôle d'aviseur des conseillers généraux

DIVISION:

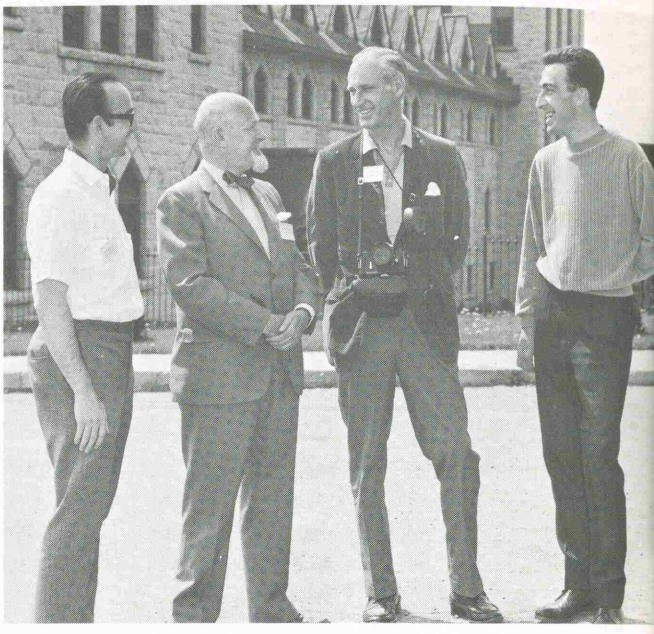
1. Centre d'information pour les sections et les agences
2. Programme relié au thème national annuel
3. Organisation d'ateliers
4. Liaison avec les divers niveaux d'autorité
5. Assemblées publiques pour les urbanistes des municipalités
6. Financement
7. Formation des sections
8. Expérimentation (e.g. écoles)
9. Stratification des membres

SECTION:

1. Centre d'information pour le citoyen
2. Comité de préparation d'un programme thématique
3. Convocation d'assemblées publiques sur les questions d'intérêt local
4. Convocation d'assemblées publiques pour assister les urbanistes municipaux.



Ontario Delegation:
B. A. Diekman, Divisional Chairman and National Councillor
F. J. Cornish, Past National President
Mrs. H. A. Elliott, National Councillor
E. F. Tonge, Executive Director



Quebec Delegation:
C. Langlois, Divisional Chairman and National Counci
J. Simard, Councillor-at-Large
H. Sise, Councillor-at-Large
J. Ledoux, Executive Director

ORGANIZATION AND MANAGEMENT

Major-General M. L. Brennan, the National Director, briefed delegates on the current CPAC organizational and financial status on Thursday, June 8th, prior to group discussions on the final day's objectives: to study the Association's existing structure and recommend improvements in operating and co-ordinating mechanisms, to examine ways of translating desires into procedures and instilling enthusiasm and understanding in CPAC, and to re-state the purpose of CPAC and set its course for the future.

Mr. Moffatt pointed out that while several suggestions, involving increased responsibilities and possible re-allocation of workloads, were being made at this conference, none of them had been related to the cost factor. What monetary effect their implementation might have on CPAC's operating budget, or what redistribution of funds might be required, obviously would have to be considered later by National Council.

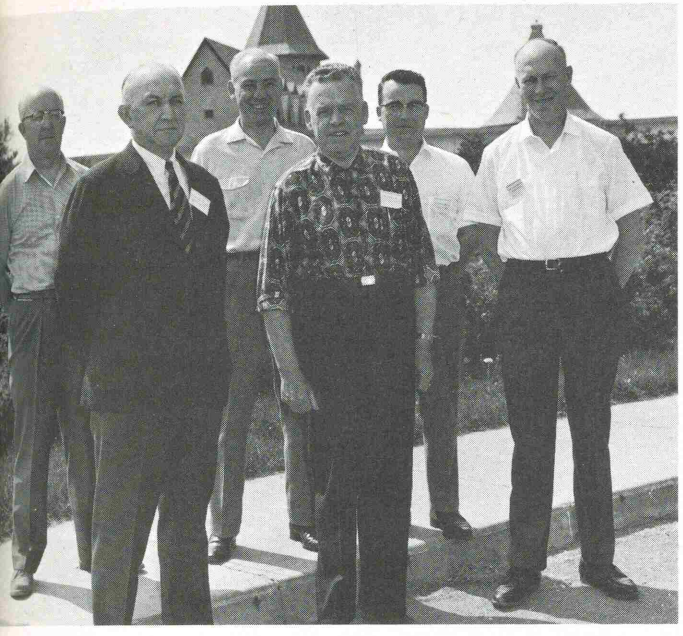
Group study during the morning concentrated on three topics: CPAC membership, fund raising and public image. It soon became apparent that there were widely divergent views on these subjects, or as one group chairman phrased it: "no two Divisions are or can be alike". Nevertheless, delegates agreed that the prime responsibility for increasing or controlling membership and raising provincial funds lay at the divisional level. While the Association's public image is basically formed at the branch level, it is dependent on the quality

La première priorité fut donnée à la nécessité d'augmenter et d'améliorer le courant d'information entre les divers niveaux de l'association. Les délégués envisagèrent le bureau national comme centre de collection, collation et distribution du matériel éducatif pour supporter le thème national et les programmes prescrits par le Conseil National. Les bureaux divisionnaires agiraient comme centres d'information pour les sections et les autres agences. Les sections seraient responsables à leur tour pour la mise en valeur du thème national en l'adaptant aux conditions locales et en assurant un retour d'information vers la division et éventuellement vers le bureau national.

ORGANISATION ET GESTION

Avant le début des discussions de cette dernière journée, le 8 juin, le Major Général M. L. Brennan, Directeur National, expliquait aux délégués les structures administratives et financières en vigueur à l'A.C.U.. L'objectif était l'étude des structures actuelles en vue de recommander les améliorations nécessaires aux mécanismes d'opération et de coordination.

M. Moffatt devait faire remarquer que bien que plusieurs suggestions étaient faites en vue d'augmenter les responsabilités et redistribuer le travail, aucune considération financière n'avait été discutée. Il est évident que cette facette du problème devait subir l'examen du Conseil National plus tard. L'étude en groupe durant cet avant-midi devait se concentrer sur les sujets suivants:



ıntic Provinces Delegation:
ront: Hon. Mr. Justice J. D. Higgins, Nfld. Chairman and Nat'l Councillor; A. G. Watt, N.B. Executive Director
ack: G. G. Gomery, N.S. Chairman and Nat.'l Councillor; A. D. Grayston, N.S. Executive Director; M. M. Somerville, N.B. Chairman and Nat.'l Councillor; R. G. Murray, National President.

National Office Delegation:
M. Lemay, National Office Secretary
Major-General M. L. Brennan, National Director
A. T. Paton, Assistant National Director

of CPAC's endeavours locally, provincially and nationally.

"Individual involvement is essential in maintaining active, productive branches", delegates generally concluded. "Our present membership is underemployed and must be encouraged to take a more active role in promoting the aims of CPAC."

Just how large our membership should ideally be was a question posed, but not answered. It was suggested that mere numbers is not a true measure of success in an organization of this kind and that the "yardstick of achievement" might be a more accurate method. It was recommended that a study be undertaken to examine the actual composition of CPAC membership, to discover what diversification of professions and publics it represents and to determine how effective our present strength of roughly 6000 is in a population of 20 millions.

The question of increasing present membership fees received lively debate, and will be referred to CPAC's Annual General Meeting in October for decision. Some delegates pointed out that servicing members today is a deficit operation which must somehow be rectified; others felt that such costs (now partially met through government grants) should properly be considered a public service or an investment in the future.

This naturally led into the topic of fund raising, always a thorny problem in a voluntary non-profit association. Divisions were urged to exchange ideas – both

Les membres, l'origine des fonds nécessaires et la réputation de l'A.C.U.. Il devint vite apparent que les points de vue étaient très divergents sur ces sujets, ou peut-être comme le disait un président de groupe: "Aucune division ne peut ou ne devrait être identique". Toutefois les délégués furent d'accord que la responsabilité première pour le recrutement et la sollicitation des argents nécessaires étaient la responsabilité de la division. Bien que la réputation de l'A.C.U. s'acquière surtout au niveau des sections, elle dépendra aussi de la qualité des activités provinciales et nationales.

"La participation de l'individu est essentielle au maintien de sections actives et productives", fut la conclusion générale des délégués. "Nos membres actuels ne sont pas assez actifs et ils doivent être encouragés à participer objectivement à la promotion des objectifs de l'A.C.U.".

"Combien de membres l'Association devrait-elle compter?" La question fut posée mais restait sans réponse. La considération numérique n'est pas un critère suffisant pour mesurer le degré de succès d'un organisme comme le nôtre. L'examen des réalisations serait une meilleure méthode de jugement. Il fut recommandé qu'une étude soit entreprise dans le but de définir l'origine de nos membres actuels, de découvrir la diversité des professions et publics représentés et de déterminer la valeur réelle de nos effectifs actuels d'environ 6,000 dans une population de 20 millions.

good productive ones and those that fail to produce – on how to raise money. Detailed, well-presented briefs on past accomplishments and future plans are essential to success in obtaining donations, delegates agreed.

Financial self-sufficiency was proposed as the ultimate goal, but in the meantime CPAC must rely on appeals to the private sector of the economy and to governments for necessary funds. Such money is becoming increasingly difficult to obtain, and it was acknowledged that CPAC must improve its fund-raising techniques in both fields, while constantly seeking ways to economize and improve operational efficiency.

CPAC's public image is dependent on the quality of its programs, conferences and day-to-day activities, the delegates concluded. Within a certain small segment of the population, CPAC has undoubtedly gained recognition and acceptance. But the fact is that, even after 21 years, it has not become well-known in Canada. Perhaps over the years the Association has become too ingrown, which is one reason for re-examining membership criteria at this point in time.

"Public relations is an on-going, day-by-day, member-by-member process. We must realize that each one of us represents CPAC to those with whom we meet, converse and do business", was the way one group expressed it. Whether or not CPAC should embark on a planned public relations campaign, employing all the techniques of mass media communications to publicize its existence, was debatable. Certainly, these tools should be used to advantage in promoting specific CPAC-sponsored programs, and members responsible should become better acquainted with how to use them.

FUNCTIONAL ROLES WITHIN CPAC

Delegates spent two evening sessions in functional groupings, studying and making recommendations on the roles of both voluntary and staff officials at National, Divisional and Branch levels of the Association. Summaries from these sessions were presented at Thursday afternoon's plenary session.

National President R. G. Murray reported that the group which he chaired had examined carefully the relationships between the National Executive, National Council, National Office and Divisions. The resulting proposed schedule of annual meetings for policy-makers and executive staff members, he felt, would improve considerably the two-way flow of information between the various structural levels and facilitate conduct of the Association's business.

Specifically, it was proposed that the National Executive Committee should meet each May, in addition to their two one-day meetings now held prior to the semi-annual National Council meetings in February and October. It was also proposed that Divisional Executive Directors should confer for two days each April with the National Director and Assistant National Director on problems affecting staff liaison and co-operation.

Mr. Justice J. Higgins, Newfoundland Division Chairman, reported that his group saw National Councillors in a dual role: bringing to National Council the

La question d'une hausse du taux d'inscription fut débattue vivement et une décision devra être prise lors de l'assemblée annuelle en octobre. Certains délégués firent remarquer que l'administration des effectifs actuels était une opération déficitaire laquelle devrait être corrigée; certains autres croyaient que ces dépenses (présentement couvertes en partie par des octrois gouvernementaux) devraient être considérées comme un service public et un investissement dans l'avenir.

Ces discussions devaient conduire naturellement à la question de l'origine des capitaux, un sujet toujours épineux pour une association libre et sans buts lucratifs. On suggéra aux divisions de faire l'échange des expériences en cette matière, i.e. les méthodes employées et les résultats obtenus, positifs ou négatifs. "Des mémoires bien documentés sur les réalisations passées et les projets de l'avenir sont essentiels au succès de la sollicitation", déclaraient les délégués.

L'indépendance financière doit être le but ultime de l'A.C.U.. Entretemps, cependant, nous devrons dépendre des secteurs tant publics que privés de l'économie. Les argents deviennent de plus en plus difficiles à obtenir et nous devrons améliorer nos techniques de sollicitation dans les deux secteurs tout en recherchant des moyens d'économiser et d'améliorer notre efficacité administrative.

"La réputation de l'A.C.U. dépendra de la qualité de ses programmes, conférences et autres activités journalières", fut la conclusion des délégués. Dans un petit secteur de la population, l'A.C.U. a sans doute réussi à être reconnue et acceptée. Il est cependant indéniable que même après 21 années, elle n'est pas encore bien connue au Canada. Il est possible qu'au cours des années, elle soit devenue trop limitée et c'est une des raisons qui milite en faveur d'un examen des critères de recrutement".

"Les relations publiques sont un processus continu, pratiqué au jour le jour. Nous devons réaliser que chacun d'entre nous représente l'A.C.U. au yeux de ceux que nous rencontrons, avec qui nous parlons ou faisons affaire".

On croyait pouvoir mettre en doute la nécessité pour l'A.C.U. de se lancer dans une campagne planifiée, avec l'aide de tous les média de masse dans le seul but de faire connaître son nom. Toutefois ces outils peuvent être utilisés avantageusement pour promouvoir certains programmes spécifiques et les responsables devraient se familiariser avec leur mode d'emploi.

ADMINISTRATION INTERNE DE L'A.C.U.

Les délégués, groupés selon leurs fonctions, consacraient deux soirées à l'étude des devoirs du personnel, tant bénévole que permanent, à tous les niveaux de l'association. Le résumé de ces discussions fut présenté lors de la séance plénière, le jeudi après-midi.

Le président national M. R. G. Murray notait que le groupe qu'il présidait avait étudié soigneusement la relation entre l'Exécutif National, le Conseil National, le Bureau National et les Divisions. La cédule des rencontres proposées tant au niveau administratif qu'au niveau exécutif, devrait améliorer considérablement le

decisions and viewpoints of the Divisions they represent, and reporting back to their Divisions the decisions of National Council. Because of this liaison, it was felt National Councillors should preferably be Divisional Chairmen, but if this was not possible, they should at least be drawn from their Divisional Board of Directors.

Councillors-at-Large are not subject to the foregoing observations. They should be selected on the basis of background knowledge and experience and their participation in Council deliberations not inhibited or circumscribed by regional affiliation.

Mr. B. A. Diekman, Ontario Division Chairman, chaired the group discussing the roles of Divisions and Branches. No one set pattern of operation is possible, the group concluded, because of the widely differing elements of geography, economic and administrative structures across Canada. Divisions use a variety of methods in electing their Chairmen and Boards of Directors, as do local Branches. However, the responsibility of creating and maintaining active Branches within their Divisions, and ensuring that there is close two-way communications between them, is perhaps the most important function common to all Divisional Chairmen. It was agreed that Branches should concentrate their efforts on local or regional matters, and Divisional Boards on provincial programs.

Executive Directors reviewed their roles in the light of present CPAC policy and changes which might possibly be made as a result of this conference. They felt the time had indeed arrived when full-time Executive Directors should be employed in all Divisions and that standardization of procedures (e.g. adoption of a common CPAC fiscal year) should be instituted.

"Agreements which can only benefit the Association at all levels are being reached here", reported Mr. E. F. Tonge, Ontario Division Executive Director. "An instance is the up-and-down and horizontal flow of material, data and communication which will make a national program not only possible but easy of operation. We consider we have been welded into a team, the inter-relationships of which are now more clearly understood and to be enjoyed."

Executive Directors agreed that their main duties involved interpreting and carrying out the policies and wishes of their respective Divisional Executive Boards, to whom they owed their main allegiance. It is not their job to make divisional policy, although often the dividing line between suggesting a program or course of action and actually deciding to implement it is a difficult one to define.

In summary, Executive Directors described themselves as "Jacks or Jills of all trades", whose complexity of tasks increases as CPAC grows.

CONCLUSION

The most outstanding value of the Thinking Conference was the opportunity it afforded members of National Council, Executive Directors and National Office staff to get together, know each other better and have frank discussions on the affairs of the Association.

courant d'information entre les divers niveaux et faciliter la direction des affaires de l'association.

On suggéra spécifiquement au Conseil Exécutif National de s'assembler au mois de mai chaque année en plus des séances régulières d'une journée, tenues avant les assemblées semi-annuelles du Conseil National en février et octobre. On suggéra de plus une rencontre annuelle de deux jours au mois d'avril de chaque année entre les directeurs administratifs, le directeur national et le directeur national adjoint pour discuter des problèmes de liaison et de coordination.

Le juge J. Higgins, président de la Division de Terre-Neuve, informait l'assemblée sur le double rôle que son groupe d'étude avait envisagé pour le Conseil National: faire part au Conseil des décisions et points de vue des divisions représentées, et informer les divisions des décisions du Conseil National. A cause de ce rôle de liaison, il semblait préférable que les présidents de divisions soient en même temps conseillers nationaux ou tout au moins que les conseillers nationaux soient choisis parmi les conseillers divisionnaires. Toutefois, ces suggestions ne visent pas les conseillers généraux. Ceux-ci devraient être choisis à cause de leurs antécédents et expériences, et leur participation aux séances du Conseil ne devrait pas refléter de conjonctures régionales.

Le président de la division de l'Ontario, M. B. A. Diekman, présidait le groupe chargé de discuter le rôle des divisions et des sections. Ce groupe devait conclure qu'aucun patron n'était possible à cause des différentes conjonctures économiques, géographiques et administratives à travers le Canada. Les modes d'élection des présidents et conseillers diffèrent au niveau des diverses divisions et sections. La création, l'animation et le maintien de sections actives semblent être la responsabilité commune à tous les présidents de division. On fut d'accord que les sections devraient concentrer leurs efforts au niveau des problèmes locaux et régionaux tandis que les divisions devraient s'occuper des programmes à l'échelle provinciale.

Les directeurs administratifs examinèrent leur rôle à la lumière des politiques en vigueur et en fonction des changements qui seront peut-être apportés à la suite de cette conférence. Ils crurent le moment opportun pour suggérer l'engagement de directeurs administratifs à plein temps à travers le Canada. Selon eux la standardisation des procédures devrait être initiée (e.g. l'adoption d'une année fiscale commune).

"Nous en arrivons à des accords qui ne seront que bénéfiques à tous les niveaux de l'association", rapportait M. E. F. Tonge, directeur administratif de la Division de l'Ontario. "Un exemple est le courant horizontal et vertical d'information qui rendra un programme national non seulement possible mais facile d'opération. Nous croyons avoir été fusionnés en une équipe dont nous comprenons maintenant le fonctionnement et dont nous devons jouir".

Les directeurs administratifs furent d'accord que l'interprétation et l'exécution des politiques et désirs des Conseils exécutifs divisionnaires, était leur principale

The most obvious concrete result of the Thinking Conference was the production of the statement setting forth more clearly-defined CPAC objectives. It reflects the consensus of four days and nights of thoughtful study by all delegates, suggesting guidelines for positive action at branch, division and national levels. If the National Council's recommendation is accepted at the 1967 Annual General Meeting in October, this statement will be incorporated into the Official By-laws and set the Community Planning Association of Canada's course for the future.

In his concluding remarks at the final plenary session, Chairman Moffatt observed, "The total effect of this Conference cannot yet be grasped. For the first time in 21 years a group of this kind has collectively concentrated – albeit for too short a time – on our Association's philosophy and its practical application across Canada. Our deliberations might well be compared to the dropping of a pebble in a pond. Only time will tell what reverberations may result. I thank you all for your individual contributions and wonderful support throughout the Conference."

tâche. Il n'est pas de leur ressort d'élaborer les politiques de leurs divisions quoiqu'il semble difficile de définir la ligne de démarcation entre la suggestion d'un programme ou d'une ligne de conduite et la prise de décision avant la mise en vigueur.

En résumé, les directeurs administratifs se sont considérés "hommes à tout faire" dont les tâches deviennent plus complexes alors que l'A.C.U. grandit.

CONCLUSIONS

L'avantage le plus évident de la séance de réflexion fut de permettre au personnel à tous les niveaux, de se rencontrer, de se mieux connaître et de discuter franchement des affaires de l'association.

Le résultat le plus concret de la conférence fut la rédaction de l'énoncé plus précis des objectifs de l'A.C.U.. Il reflète la somme du travail accompli par les délégués durant quatre jours et quatre soirées et suggère une ligne de conduite à tous les niveaux de l'association. Si la recommandation du Conseil National est acceptée par l'assemblée générale en octobre 1967, cet énoncé sera intégré aux règlements officiels et orientera l'avenir de l'Association Canadienne d'Urbanisme.

CPAC NATIONAL LIBRARY

These additions to CPAC's National Office Library should be added to the recently-assembled accession list, available free to members on written request. Please order by catalogue number.

Books will be sent on a one-month loan basis, on the understanding that postage will be paid by the borrower.

A.B4 *Community Development* — pamphlet from British Information Services, Canada, 1966, pp. 39. Education of African communities, assistance by Britain, organization, staff training, approaches, etc.

A.E3 *Environment for Man* — the next fifty years, pp. 308. Edited by Wm. R. Ewald, jr. from papers commissioned by the American Institute of Planners in Portland, Ore. Indiana University Press, 1967.

A.G2 *The Heart of Our Cities:* the urban crisis, diagnosis and cure. By Victor Gruen, pp. 347. Simon and Schuster, N.Y., 1967 (paperback). First published in 1964.

B.O4 *Conference on Statistics,* 1964. Papers on regional statistical studies, Charlottetown, P.E.I., edited by Sylvia Ostry and T. K. Rymes for the Canadian Political Science Association. University of Toronto Press, 1966.

D.R5 *London: The Unique City,* by Steen Eilia Pasmussen, pp. 435. M.I.T. Press, Cambridge, Mass., 1967 (paperback), with introduction and new postscript. First published in part 1934.

D.S7 *Landscape Architecture* — the shaping of man's natural environment by John O. Simonds, pp. 244. F. W. Dodge Corp., N.Y., 1961.

D.T3 *Man-Made America: Chaos or Control?* By Christopher Tunnard and Boris Bushkorev, pp. 448. An enquiry into selected problems of design in the urbanized landscape. Yale University Press: New Haven and London, 1963.

E.B12 *Private Redevelopment of the Central City* by Larry S. Bowne. Spatial processes of structural change in the City of Toronto, pp. 188. Department of Geography Research Paper No. 112, University of Chicago, Ill., 1967.

E.C10 *The Legacy of Raymond Unwin: A Human Patter for Planning,* edited by Walter L. Creese, pp. 227. M.I.T. Press, Cambridge, Mass., and London, Eng.

F.A1 *The View from the Road* by Appleyard, Lynch, Myer, A monograph dealing with the aesthetics of highways, pp. 63. M.I.T., 1964.

F.H4 *Traffic Engineering,* volume 1 — traffic signals and accidents by F. D. Hobbs and B. D. Richardson, pp. 209. Pergamon of Canada, Ltd., Toronto, 1967.

F.H5 *Traffic Engineering,* volume 2 — traffic stream, markings, road alignment, parking, by F. D. Hobbs and B. D. Richardson, pp. 209. Pergamon of Canada, Ltd., Toronto, 1967.

E.B13 *The Modern Metropolis* — its origins, growth, characteristics and planning, pp. 374. Selected essays of Hans Blumenfeld, edited by Paul D. Spreiregen. Harvest House, Montreal, 1967

Report by ARDA: Department of Forestry and Rural Development, *Partners in Progress,* 1966.

PLANNING VACANCIES

Charge for advertisements: $25 per insertion to CPAC sustaining members, $40 per insertion to non-members.

REGIONAL DISTRICT OF FRASER-FORT GEORGE
PRINCE GEORGE, B.C.
Planning Director

The Regional District of Fraser-Fort George requires the services of a qualified urban and regional planner to organize and direct a planning department for a newly-organized level of government with responsibility for planning in a large and rapidly changing area in Central British Columbia. Prince George, the urban centre of the Regional District, has a metro. population of about 40,000 and in growing rapidly. Housing, educational and recreational facilities are excellent. It is probable that the Regional District planning staff will also be assuming the urban planning function for the city.

Applicants for this position should be members of the Town Planning Institute of Canada, with degrees or post-graduate diplomas in planning and at least four years of responsible experience. Experience with regional planning bodies would be especially desirable.

Salary is open, minimum $12,000.00. Applications should be submitted before October 31st, 1967, addressed to:

Mr. D. A. Duffy,
Chairman, Planning Committee,
Regional District of Fraser-Fort George,
#209, 1685 - 3rd Ave.,
Prince George, B.C.

CITY OF PRINCE GEORGE, B.C.
Town Planner

The City of Prince George, British Columbia, requires the services of a full time Town Planner. Present population 26,000 — Growth rate 10%. Centre of rapidly expanding industrial area.

Applicants should state qualifications, salary expected to:

Mr. Arran Thomson, City Manager,
1100 Patricia Blvd.,
Prince George, B.C.

CITY OF VANCOUVER, B.C.
PLANNING DEPARTMENT

For the past 15 years, the Vancouver City Planning Department has carried out a very successful program and has pioneered many new techniques. A major re-organization of the Department, just approved by City Council, has resulted in the establishment of several new positions.

Assistant Director — Long Range Planning Division

THE DIVISION develops long-range strategy for land use planning, urban renewal, transportation (in conjunction with the City Engineer), zoning and prepares the City's Five-Year Capital Budget. It also provides research facilities for two other divisions (Current Planning; Urban Renewal).

THE JOB consists of supervision of and responsibility for this division.

THE MAN for this position must have demonstrated supervisory ability, imagination, relevant experience and a solid academic background. Required are university graduation in a field related to city planning, preferably with a post-graduate degree or diploma in city planning and considerable city planning experience.

THE SALARY: $952 to $1,129 per month.

Planner III — Urban Renewal Division

THE DIVISION prepares urban renewal schemes and co-ordinates their implementation with other City departments and senior governments.

THE JOB consists of responsibility to the Assistant Director — Urban Renewal for at least one urban renewal scheme either in preparation or in course of development.

THE MAN must have demonstrated initiative; supervisory experience is desirable but not essential provided the applicant has potential in this regard. Required are university graduation in a field related to city planning, a post-graduate degree or diploma and considerable experience in city planning. Considerable experience in the basic professional field may be substituted for a post-graduate degree or other recognized diploma.

THE SALARY: $875 to $1,001 per month.

Planner III — Current Planning Division

THE DIVISION prepares reports and programs either initiated by the Department or resulting from external applications such as development proposals.

THE JOB entails supervision of a section consisting of a number of professionals and technicians involved with detailed design of urban renewal schemes and district studies throughout the City. It includes maintaining liaison with the Zoning Administration Division.

THE MAN should have supervisory experience but leadership potential may substitute. Required are university graduation in a field related to city planning. Considerable experience in the basic professional field may be substituted for a post-graduate degree or other recognized diploma.

THE SALARY: $875 to $1,001 per month.

Planner I (Several Vacancies)

THE JOB consists of professional assignments of moderate complexity in the investigation, development and solution of planning problems involving a wide range of skills.

THE MAN must have at least 12 months' experience after university graduation in a field related to city planning and a post-graduate degree or other diploma in city planning. Considerable experience in the basic professional field may be substituted for a post-graduate degree or other recognized diploma.

THE SALARY: $697 to $834 per month.

If an applicant does not have the 12 months' experience after obtaining a post-graduate degree or diploma, he may be employed as a Planner-Trainee ($554 to $666 per month) until experience (usually 12 months) is gained in the Department.

EMPLOYEE BENEFITS amount to over 20% of gross salary.

APPLICATION FORMS must be requested immediately from and returned as soon as possible to the Director of Personnel Services, Vancouver City Hall, 453 West 12th Avenue, Vancouver 10, B.C., together with a detailed resume of education and experience.

PROVINCE OF ALBERTA

DEPARTMENT OF MUNICIPAL AFFAIRS,
EDMONTON, ALTA.
Planner Officer — to $10,380

A planner with supervisory qualities is required to work with subordinate technical personnel within a division of the Provincial Planning Branch. Major plans are formulated for the orderly development or urban and rural municipalities and for regions. Recommendations are made and assistance given relating to proposals for the use and subdivision of land. Requires experience in a responsible

planning position. University graduate in urban and regional planning or an equivalent combination of experience and education. Department of Municipal Affairs. Competition No. 1202-1.

Planning Officers — to $9,000

Three opportunities exist for graduates in urban and regional planning, architecture, engineering, economics or other fields related to planning in the Provincial Planning Office at Edmonton, Alberta, Work performed includes participation in a programme of planning research assistance in the preparation of General Plans for urban and rural municipalities and regional planning. Commencing salary depending upon experience and qualifications. Generous fringe benefits and travelling allowances. Department of Municipal Affairs. Competition No. 1201-1.

For details and application forms write or apply to the Personnel Administration Office, Room D 203, Terrace Building, 96 Avenue and 106 Street, Edmonton, Alberta.

CITY OF LONDON, ONTARIO

Deputy Planning Director

London is a prosperous, expanding financial, industrial and transportation centre with a population of about 200,000 in the centre of Southwestern Ontario.

Responsibilities

— deputize for Planning Director in administration of department with a staff of twenty-three including eight professionals.
— supervision of development control program using the most advanced planning techniques.
— long term planning and urban renewal scheme preparation.

Qualifications

Degree or diploma in planning (or equivalent).
Membership in T.P.I.C.
Five years of responsible planning experience.

Salary Range

1967 — $9,225 to $11,245 (top of range $12,360)
1968 — $9,960 to $12,145 (top of range $13,350)

Full Civic fringe benefits, including car allowance.

Apply to:
W. J. Anthony, Personnel Director, City Hall, London, Ontario.

NATIONAL CAPITAL COMMISSION, OTTAWA, ONTARIO

Planner Research

Required to participate in long range planning for the National Capital Region. The region encompasses 1800 square miles and has a population of 550,000. Membership or eligibility for membership in the Town Planning Institute of Canada and three years planning experience is required. The applicant should be qualified in either the economic, mathematical or social sciences. Knowledge of EDP techniques is desirable. Knowledge of French is most desirable.

Salary range: $10,798 — $12,640.

Apply to:
Mr. D. L. McDonald, Director,
Planning & Urban Design Division,
National Capital Commission,
291 Carling Avenue,
Ottawa, Ontario.

GOVERNMENT OF ONTARIO

The Province of Ontario is initiating an exciting programme in Regional Development. Specialists in Planning or related fields are urgently needed. The Master's Degree in Planning, Geography, Economics, Political Science, Sociology or analogous disciplines is desirable, although applicants with excellent B.A. or similar degrees will be given careful consideration.

Annual salaries up to $15,000 and higher where deemed necessary, are offered. Most openings pay $8,000 to $11,500.

For details, write or telephone:
Dr. Richard S. Thoman,
Director, Regional Development Branch,
Office of the Chief Economist,
950 Yonge Street,
Toronto 5, Ontario.

OAKVILLE PLANNING BOARD OAKVILLE, ONTARIO

Senior Planner

T.P.I.C. membership or eligibility preferred for responsible position, assisting Planning Director in all aspects of municipal planning, with particular emphasis on Current Operations, zoning, subdivisions, site plans, parks and recreation. Experience essential.

Apply stating age, marital status, experience and salary required to:
The Planning Director,
Oakville Planning Board,
Box 310,
Oakville, Ontario
Telephones (416) Oakville 845-6601 Toronto 363-1541.

BOROUGH OF ETOBICOKE

Etobicoke, Ontario

Deputy Planner

Salary Range: $11,460 — $14,760.

Qualifications: A degree in planning or related discipline, T.P.I.C. membership and considerable municipal planning experience preferred.

Senior Planner — Zoning

Salary Range: $8,600 — $11,075.

Qualifications: Degree in planning or related discipline, T.P.I.C. membership and municipal planning experience preferred.

Planners 1

Salary Range: $7,830 — $10,085.

For special studies and long-range planning. Degree in planning or related discipline and T.P.I.C. membership preferred.

Applications and enquiries should be directed to G. G. Muirhead, M.T.P.I.C., Director of Planning and Secretary Treasurer, Borough of Etobicoke, 550 Burnhamthorpe Road, Etobicoke, Ont.

CITY OF VANCOUVER, B.C.

Director of Social Planning and Development

Salary to be established in the $15,000 range with fringe benefits amounting to approximately 20% of gross salary. The formation of this Department of the City is a new concept for which there is no criteria as to remuneration. Accordingly the City Council has authorized a range of salary dependent on qualifications and experience.

The Challenge

As head of a new department, initially to study, evaluate and report on proposals to establish a broad pattern of social planning and development within the City. To assist the social systems of the community to develop aggregate goals and concerted plans in respect to a comprehensive preventative and devtlopment Program to increase individual and family strength and to eliminate or reduce causes of social maladjustment. To co-ordinate and unify the approaches of a variety of Civic Departments and outside agencies; to guide the integration of social and physical planning within the jurisdiction of the City. The position offers a unique challenge in that it presents the opportunity to organize a program of social development not previously attempted.

The Person

University graduation at Master's level in the Social Sciences, Humanities or Planning. Considerable experience in social analysis and planning in an urban community including some years at a responsible co-ordinating or supervisory level or equivalent experience.

Application forms and further information (including a brochure dealing with the concepts of this new department) may be obtained from and returned to the Director of Personnel Services, 453 West 12th Avenue, Vancouver 10, B.C. as soon as possible.

Photo by Erik Singer

POSTSCRIPT

DOWNTOWN merchants in London, Ont. deserve praise for their promotion of an impressive face-lifting of a four-block stretch of Dundas St. and, in so doing, evolving the concept of a modified shopping mall that would be suitable for many other communities. (See above photo.)

Vehicle carrying capacity of the street has been unimpaired, while more pedestrians can be accommodated than ever before. This was achieved by eliminating curb parking, removing the meters, and widening the sidewalks — except at bus-stops — to the extent of the area formerly occupied by parked cars. The previous two-lane, two-way traffic flow has not been changed.

Prior to carrying out these improvements, a complete design was prepared for the street. Its purpose was to attract customers by providing a pleasant, relaxed, friendly atmosphere. To do so, it was necessary to co-ordinate the various elements — tree planting, paving and other surfacing, signs, call boxes, and street "furniture" such as lighting standards, planter boxes, benches and kiosks.

The solution to the kiosk problem was most ingenious. A standard unit with interchangeable solid and glazed panels is employed. It can be used as a telephone booth, newspaper stand, or display case.

Modernization of all underground facilities — water and sewer services, electricity, gas, and telephone — was completed before "above grade" activities commenced.

No additional off-street parking was provided. Only about 100 spaces were lost in doing away with curb parking, and this number of vehicles can easily be accommodated with existing facilities.

The only blots on the new streetscape are the projecting neon signs. They will be replaced by flush-with-the-wall signs at the expiration of present leases, five to 10 years from now.

The cost of the surface reconstruction and beautification program amounted to about $500,000, following the expenditure of approximately $1,700,000 on the rebuilding of essential underground services in 1964.

Teamwork characterized the entire operation. Close liaison with the corporation of the City of London, initiators of the project, and the Downtown London Merchants Association, which promoted the idea of street improvements, was maintained through James F. MacLaren Ltd., consulting engineers responsible for the co-ordination, detailed design and supervision of construction.

The design of the master landscape plan was provided by Project Planning Associates Ltd.; functional design and construction was carried out by the City Engineers Department, and street lighting and planting were the responsibilities of the London Public Utilities Commission. Brick was supplied by F. B. McFarren Ltd.

To sum up, the Dundas Street renovation is a great success and provides a splendid example of urban "face-lifting" that is applicable to many other communities.

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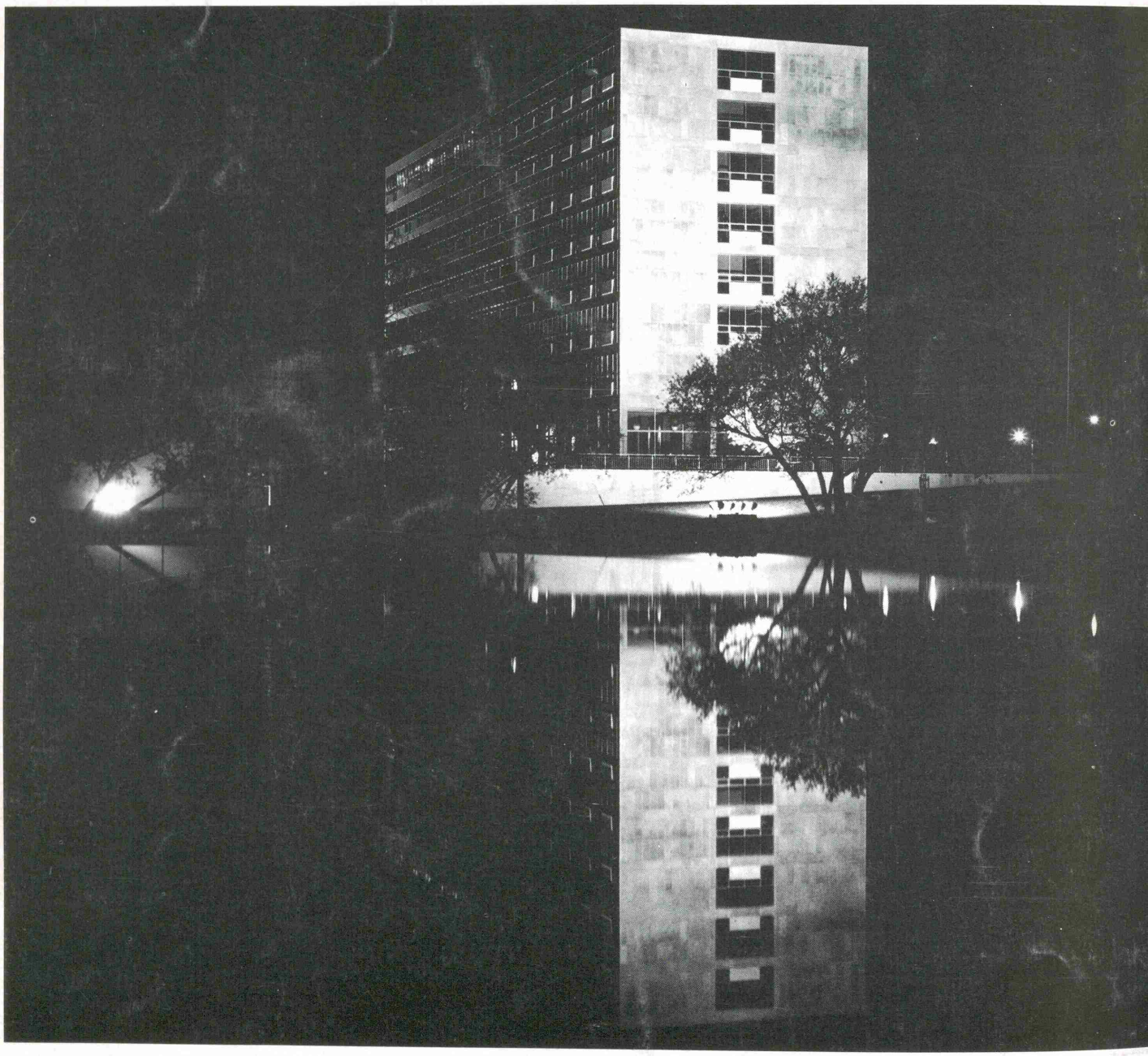
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